



VANCOUVER POLICE DEPARTMENT 2010 ANNUAL BUSINESS PLAN

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Planning, Research & Audit Section**

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LETTER FROM THE CHIEF

Significant progress has been made towards the Vancouver Police Department's (VPD) commitment to make Vancouver the safest major city in Canada. Over the past two years, there have been considerable decreases in property crime, violent crime, and street disorder as well as in gang-related violence. Despite these accomplishments, these issues remain a significant challenge, and the VPD remains determined to achieve further reductions in 2010. The commitment to further reduce these levels of crime will be supported by increased focus on proactive projects and investigations targeting crime hotspots and chronic offenders. In tandem with the focus on crime control, the VPD will continue developing solutions to these long-term problems by examining and highlighting the systemic, societal, "up-stream drivers" that contribute to crime and disorder, with a specific focus on homelessness issues. The VPD will continue its crime prevention partnership with Vancouver's Community Policing Centres (CPCs) and use the intelligence provided by the public to further our goals of continued crime reduction.

In 2010, Vancouver will be hosting the world during the Winter Olympic and Paralympic games. It is a unique opportunity to showcase our innovative strategies that have made Vancouver one of the safest places to live, work and play. VPD members have received and continue to receive specialized training while the Department develops and establishes the operational plans to ensure the safety and security of residents and visitors during the upcoming Games. Once the Games are completed, the VPD will focus on advocating for a transitional move of some VPD Sections and units to the VANOC building. The desired objective will be to utilize this City-owned building as a temporary facility while a permanent facility is constructed to replace the police headquarters at 312 Main Street. To that end, the VPD will continue to work with the City of Vancouver (COV) on the strategic planning, logistics and options for this goal.

To help the COV fulfil its long-term goal of making Vancouver the greenest city in the world by 2020, the VPD will introduce a new strategic priority this year "to improve the VPD's environmental sustainability and contribute to a greener community". As such, the VPD will introduce a number of strategies in 2010 aimed at creating a 'green culture' and enhancing green practices at the VPD, thereby reducing energy consumption and the accumulation of waste.

2010 represents the third year of the business planning process that flows from the 2008-2012 Strategic Plan. Despite staffing shortages, shifting organizational priorities and a global economic crisis over the first two years of this process, the VPD has demonstrated its ability to adapt to challenges in maintaining its commitment to achieve its long-term strategic priorities. That being said, in the 2010 Business Plan, the Strategic Plan "Champions" will maintain strategies that have been successful in addition to developing new strategies to supplement past year's efforts. The Plan continues to ensure that our decisions are guided by VPD's long-term goals.

To augment the business planning process throughout the year, the Champions will continue to present their progress to Senior Management and the Vancouver Police Board (VPB) on a regular basis. A "mid-year report card" will be published to give a high-level overview of the progress of each strategy, while the Strategic Plan Sustainment Committee will continue to meet regularly to ensure the messages of the Strategic Plan flow consistently to all VPD employees.

VANCOUVER POLICE DEPARTMENT'S 2008-2012 STRATEGIC PLAN

The VPD's annual business planning process flows from the VPD's Strategic Plan. The Strategic Plan is a fluid document, with the ability to be adapted to meet the constantly changing needs of the VPD, and the demands of the community. The Strategic Plan represents an organizational evolution, accounting for progress with many of the VPD's past goals and objectives, and combined with the emerging trends and current policing priorities affecting the City of Vancouver. The Strategic Plan serves to focus the VPD as it moves forward in delivering high-quality service to the City of Vancouver.

The Strategic Plan articulates how the VPD is going to achieve its mandate and vision, along with its commitment to being the safest major city in Canada. From an organizational perspective, there are seven strategic operational goals and six strategic supporting goals that speak to meeting this commitment.

The seven strategic operational goals are:

- To reduce property crime by 20% by 2012
- To reduce violent crime by 10% by 2012
- To suppress violent gang activity
- To reduce traffic-related injuries and deaths
- To improve liveability by reducing street disorder
- To ensure best practices for consequence management and emergency preparedness
- To enhance proactive and visible policing

Further organizational goals that enable the support of the operational goals are:

- To leverage technology to deliver effective and efficient policing services
- To improve communication and public engagement in crime prevention and VPD services
- To support and develop our staff to their full potential
- To continue to implement best practices in police services
- To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs
- To deliver financial processes to support the organization

The establishment of organizational goals is critical, and success can only be accurately determined through effective measurement. The Strategic Plan identifies a number of potential measurements that are available to quantify organizational success relative to each of the goals. Each organizational goal is supported by a series of strategies designed to be fluid and re-assessed annually.

In order to identify yearly strategies and associated measurements, an annual business planning process has been developed with the intention of providing a one-year 'snapshot' of the organizational priorities and targets relating to each goal. Annual business planning is important because these plans:

- set strategies, targets and priorities towards achieving strategic and supporting goals;
- provide a basis for budgeting;
- promote accountability;
- inspire innovation and action;
- communicate to stakeholders; and,
- help employees understand how they can contribute to the success of the overall plan.

VPD BUSINESS PLAN MODEL AND FRAMEWORK

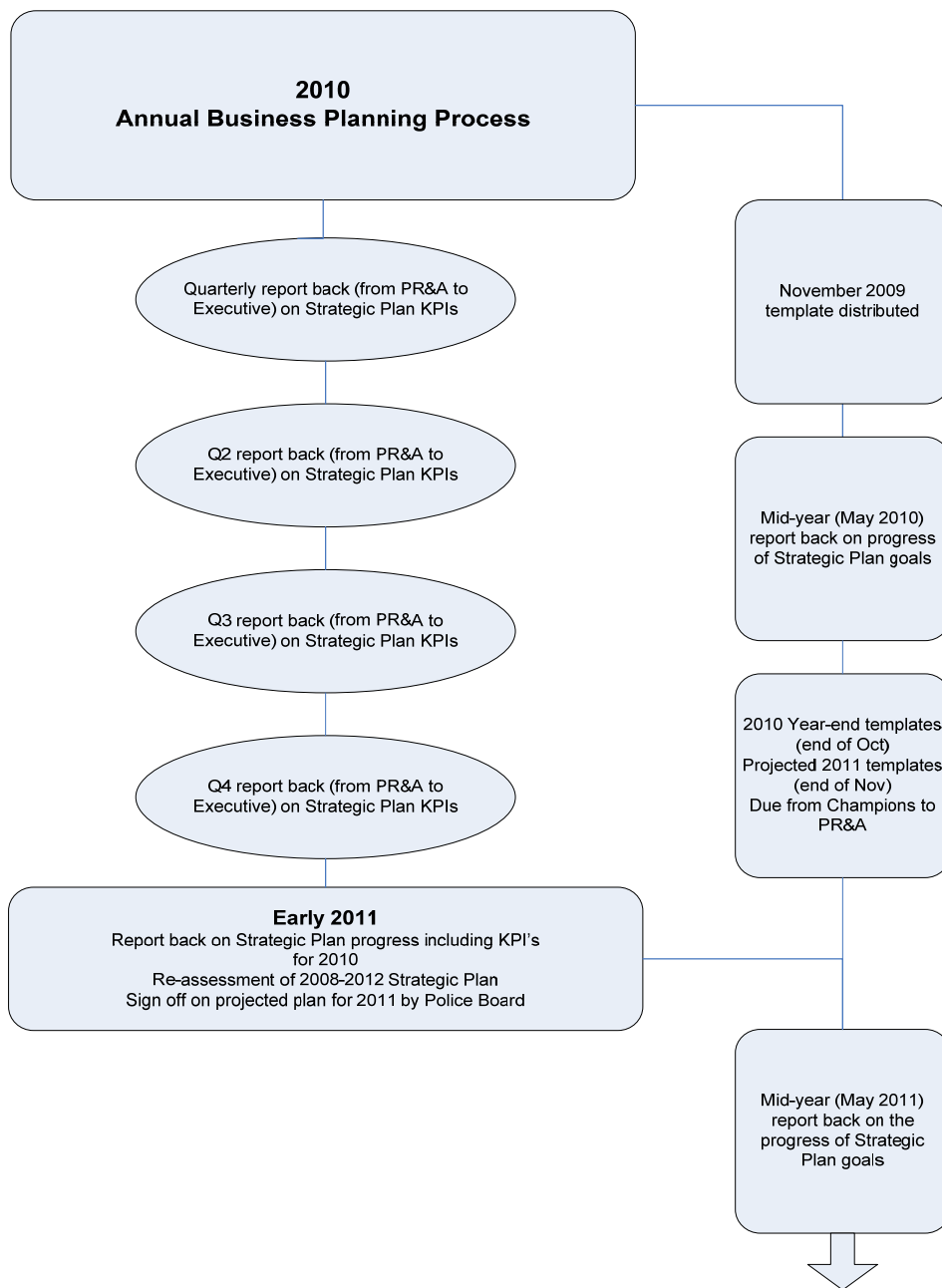
The conditions and actions needed to achieve the desired long-term results of the Strategic Plan are grounded in the VPD Annual Business Plan. Annual planning is fundamental to achieving and measuring organizational goals. The process is proactive and results-based, thereby leveraging the organization to a desired future-state and allowing for accurate planning in relation to the most pressing concerns for the VPD.

The demands on an organization and its operational priorities change over time. To meet these changes, every organization needs to continually revisit its Strategic Plan and adjust its priorities accordingly. For the VPD, this is accomplished through an annual business planning process that includes:

- an Annual Business Plan;
- quarterly reporting on Key Performance Indicators (KPIs);
- a mid-year report card on the progress of the current Business Plan; and,
- a year-end report-back on the results of the previous year's plan and corresponding re-assessment of the 2008-2012 Strategic Plan.

As illustrated by Figure 1, the progress of the VPD Annual Business Plan is measured through a semi-annual reporting process. This enables the VPD to monitor its progress on an ongoing basis, and will ensure ongoing organizational accountability.

Figure 1 - 2009 Annual Business Planning Process



CHAMPIONS TOOL AND PERFORMANCE MONITORING

The VPD Annual Business Plan articulates how the VPD is going to achieve each operational and support goal, and sets timeframes for each strategy. The VPD Executive has identified 'Champions' for each operational and support goal, drawing on the expertise of Deputy Chiefs, Superintendents, Inspectors, and civilian Directors.

In the Fall of each year, each Champion will be tasked with forming a team consisting of subject-matter experts within the VPD who will collaboratively develop annual strategies for the following year in support of the assigned Strategic Plan goal. An electronic template (a 'Champions Tool') has been designed to facilitate the identification of strategies and the subsequent steps and measures necessary to achieve each strategic operational and supporting goal.

The *strategies* act as guidelines to indicate how the overall goal is going to be achieved in the coming year. Subsequent steps and measures are identified in conjunction with each individual strategy to elaborate on how the goal will be achieved during the set timeframe. Each strategy will identify the following:

- *outcomes* are identified as end states of a desired strategy and the result of what was achieved;
- *measures* are used as a performance indication of how an organization is achieving its goals and objectives;
- *targets* are established as the desired level of a measure at a specific point in time;
- *activities* are listed as the actions taken and work performed, where inputs are used to produce outputs and achieve the strategy;
- *completion time* indicates when the strategy is anticipated to be completed;
- *leads* are identified as individuals accountable for each strategy;
- *linkages/stakeholders* are identified as other business areas that are involved or need to be consulted in relation to achieving each strategy; and,
- *budget implications* are identified as the expected budgetary implication of each strategy.

Each Champion completes the electronic template identifying the main strategies and their associated activities, outcomes, measures and targets in support of the long-term strategic operational or strategic supporting goal that they have been assigned. In addition, each Champion produces a one page overview/summary outlining the mandate of their goal as well as the key strategies that will be used to achieve the goal. This information is compiled to create the Annual Business Plan which outlines how the VPD intends to move forward with its long-term goals over the coming year.

SEMI-ANNUAL REPORTING PROCESS

Champions are required to report back on their progress in May of each year for the Mid-Year Report Card, and a more detailed Year-End Report-Back is required in November of each year. This will present measurable results, an evaluation of the progress of each strategy in relation to the goal, and outline any challenges that impeded progress.

Meanwhile, KPIs will be presented on a quarterly basis by the Planning, Research & Audit Section. KPIs act as a macro-measurement of organizational performance, and provide a high-level overview of where the VPD is headed. The KPIs identified by the VPD and the Vancouver Police Board are:

- Property Crime Rates
- Violent Crime Rates
- Clearance Rates for Criminal Investigations
- Call Response Times
- Traffic Related Injuries and Deaths
- Budget Variance
- Annual Citizen Satisfaction Levels

All report-back information is compiled by the Planning, Research & Audit Section and is presented to the VPD Executive and Police Board. This information continually informs the VPD on its progress towards achieving its long-term goals.

VANCOUVER POLICE DEPARTMENT 2010 ANNUAL BUSINESS PLAN

This section contains an overview of the mandate for each of the Strategic Operational and Strategic Supporting Goals developed for 2008-2012, as well as an overview of the key strategies identified in pursuit of those goals for 2010. The detailed tasks and measures associated with each strategy are presented in the templates compiled by each Champion, and found in Appendix A.

GOAL: TO REDUCE PROPERTY CRIME BY 20% BY 2012

CHAMPION: INSPECTOR LES YEO

Property crime touches more individuals than any other offence category combined. Although often considered less serious than violent offences, property crime nonetheless results in countless victims and millions of dollars lost for residents of and visitors to Vancouver each year. Ramifications of property crime often include lost feelings of safety and security, and as a result, the VPD is continually committed to reducing property crime and protecting the quality of life for Vancouver residents and visitors. In 2009, the VPD increased the number of targeted enforcement investigations on the most prolific chronic offenders. To complement these efforts, great strides were taken to further increase sentences and pre-trial custody for property crime offenders. In addition, the VPD is about to implement a program that will enhance the Department's ability to communicate with individual neighbourhoods and community partners with respect to specific property crime trends and hot spots. Collectively, these efforts, along with others, saw the VPD once again exceed its annual 4% property crime reduction target as it achieved an overall 9% decrease across the city in 2009. Following the successes achieved over the past year, the identified priorities for 2010 will continue to focus on proactive policing and sentencing initiatives in relation to chronic property crime offenders, and the VPD will continue to reach out to the community as well as to external partners.

The first 2010 strategy aimed at reducing property crime continues to focus on the abilities of Property Crime Unit (PCU) members to proactively target high-crime areas or individuals, with an additional emphasis on improving information flow with Patrol. To supplement this strategy, the VPD will work with the Sentencing Committee to make greater use of pre-trial custody, to advocate to Crown to proceed by indictment in relation to property crime offences, and to request federal prison sentences when appropriate thereby providing the court with more robust sentencing options against property crime offenders. Successful completion of these strategies will result in increased convictions and sentencing of high-profile property offenders.

Enhanced communication from the VPD to community members on emerging property crime trends and hotspots will be fully initiated in 2010 through the implementation of the Neighbourhood Crime Alert Service. Subsequently, greater links will be made with key contacts in the communities to ensure the swift and efficient dissemination of crime prevention information. These efforts will supplement the VPD's Block Watch Program as well as its ongoing crime prevention partnership with Vancouver's non-profit Community Policing Centres. Aside from reaching out to community members and partners, the VPD will also reach out to external law enforcement agencies in 2010 to expand upon its property crime fighting knowledge and capacity. To those ends, the VPD will exchange best practice strategies and proactive intelligence information with other agencies that share the common strategic goal of reducing property crime.

2010 strategies 5 through 9 will focus on continuing VPD efforts to tackle technological and financial crimes (cyber crimes). To advance efficiencies in that regard, the VPD will develop and refine its forensic examination processes, while also enhancing case intake processes for better prioritization in accordance with strategic goals. To advance enforcement against cyber crime suspects, the VPD will develop an action plan against local prolific fraudulent telemarketers and "419 scam" suspects, and will develop a baseline to improve current monitoring and analysis of on-line services and social networking sites. Moreover, the VPD will focus on increasing and improving technological and financial crime information sharing and collaboration both within the organization and with global law enforcement/investigative agencies.

KEY STRATEGIES FOR 2010

- *Continue to build and expand the scope and success of the Property Crime Unit (PCU) as it relates to proactive projects and investigations*
- *Operations Investigative Section (OIS) to utilize the Neighbourhood Crime Alert Service to get information to the community with regards to current 'Property Crime Trends' and 'Hot Spots'*
- *To capitalize on the expertise of the VPD Sentencing Committee in order to develop new strategies for enhanced sentences of chronic offenders and other high profile offenders and/or cases*
- *OIS to reach out to external agencies that have a common goal of reducing property crime in order to share best practices and proactive intelligence*

Cyber Crime Strategies

- *Increase and improve information sharing and collaboration between Financial Crime and Technological Crime Units with Global Police/Investigative agencies*
- *Develop an internal enforcement Action Plan against local prolific fraudulent telemarketers and "419 scam" suspects*
- *Enhance VPD case intake processes to better prioritize cases in accordance with strategic goals*
- *Develop and refine VPD forensic examination processes to increase efficiencies and effectiveness leading to increased support of other investigative Sections*
- *Develop a baseline and improve current monitoring and analysis of online services and social networking sites*

GOAL: TO REDUCE VIOLENT CRIME BY 10% BY 2012

CHAMPIONS: INSPECTORS BOB USUI AND ADAM PALMER

In 2009, significant resources were dedicated to reducing and combating violent crime against the residents of and visitors to the city of Vancouver. Subsequently, there was an overall 3% city-wide reduction in all forms of violent crime in 2009 thereby exceeding the overall annual target of a 2% decrease. However, as monitored by the CompStat process, there was an 8% city-wide reduction in the most serious forms of violent crime. These decreases were due in part to the strategic use of key resources and initiatives, particularly in District 2 where incidents of violent crime are the most prevalent. The main initiative geared towards lowering violent crime was the analysis and targeting of the city's top chronic violent offenders. Enforcement action was initiated by the High Risk Offender Unit (HROU), the Domestic Violence and Criminal Harassment Unit (DVACH), and Patrol members as a result of intelligence received from the Department's Crime Analysts.

The 2009 initiative to educate Patrol officers on the dynamics of violence against sex trade workers and to enhance the quality of their investigations in that regard were delivered on Delta shift and have been completed. Another proactive strategy to combat drug facilitated sexual assaults (DFSAs) in collaboration with the Vancouver School Board (VSB) has commenced and will be launched and completed in 2010. Moreover, instead of using the "M" Drive as originally envisioned, a more efficient and user friendly-SharePoint database has been developed and a large number of projects have been entered into the system to provide front-line police officers with easy access to a knowledge base of proven operational projects. In 2010, the VPD will maintain and further develop the operational information repository for strategies/tactics used to address violent crime and will make it available to all Patrol members and Investigators.

In 2010, the VPD will also continue with its city-wide targeted enforcement action against top chronic violent offenders, particularly in District 2. Although the most serious incidents of violent crime decreased in 2009, overall incidents of violent crime (minor incidents included) increased in District 2 by 9.9% in 2009 from 2008. As such, the VPD will introduce an additional two Beat Enforcement Teams (B.E.T.) to patrol the Downtown Eastside (DTES) and combat all incidents of violence. To complement all enforcement actions planned for 2010, the VPD will expand the mandate of the HROU and will implement additional interviewing and interrogation training for Patrol members. In addition, through *Partners in Action*, the VPD will continue to work with BC Housing and the non-profit operators of the Province's single room occupancy buildings (SROs) to protect the vulnerable residents of these DTES buildings from violence. Finally, in 2010, the VPD will target and educate accredited ESL institutions in sexual assault prevention and personal safety.

KEY STRATEGIES FOR 2010

- *Continue to implement a court order compliance system for chronic violent offenders*
- *Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the City are available to all Patrol members and Investigators*
- *Educate Patrol officers on interviewing and interrogation techniques*
- *Introduction of two new teams to the Beat Enforcement Team (B.E.T.)*
- *Target and educate accredited ESL institutions in sexual assault prevention and personal safety*
- *Expand the mandate of the High Risk Offender Unit (HROU)*

GOAL: TO SUPPRESS VIOLENT GANG ACTIVITY

CHAMPION: INSPECTOR BRAD DESMARAIS

Gang-related violence continues to hold the attention of police and the public throughout the Lower Mainland, despite some significant enforcement gains over the past year. In 2009, the VPD registered several significant decreases in violence associated to gang activity including reports of shots fired and homicides. In addition, a total of 228 charges were laid against 28 individuals involved in gang activity. These 2009 successes are attributed to the VPD's focus on coordinated and proactive investigations as well as the increased contact with and pressure placed on gang members while in the public domain. The VPD has also actively worked with the Provincial Court system to develop a referral and tracking process that promises to strengthen the severity of gang member convictions and court imposed punishment.

The VPD is committed to ensuring that the downward trend in gang-related violence continues in 2010 and will undertake three key strategies to meet that commitment. *Project Rebellion* provided an investigative platform which all but decimated a major criminal gang operating on the south slope of Vancouver. Those successes were quickly followed up with a second ambitious project targeting an even more sophisticated group of gangsters wreaking havoc in Vancouver and the region. *Project Torrent* is still in the operational phase but promises to deliver the same high impact results as *Project Rebellion* in suppressing gang-related violent crime. These successes are attributed to the intelligence-led, project based, policing model under which they have been and continue to be conducted.

This enforcement model is a key investigative strategy which will focus VPD efforts in 2010 in continuing to suppress violent gang activity. The VPD will continue to identify the most influential and violent gang members as targets for directed enforcement. Understanding that most criminal gangs engage in a diversified range of criminal activity, the Gangs/Drugs Section will be targeting the leaders of gangs rather than the crime these criminal organizations commit. This is an important distinction because much of the crime attributable to criminal organizations is committed by persons of relatively low importance to the organization whose removal through arrest does not result in a high degree of disruption.

Another significant factor in the reduction of gang violence is delivering timely, relevant intelligence to front-line police officers, particularly Patrol members. Gangsters, despite their bravado, must operate in a relatively anonymous environment. As such, increasing VPD member's awareness of gang members and their habits will lead to increased recognition of and further pressure placed on gang members in 2010 thereby decreasing their ability to operate anonymously within the city of Vancouver. A high level of gang member awareness among police officers also leads to quick identification and apprehension when crimes are committed within the city.

Finally, given limited financial resources, the VPD will continue to work to ensure that gang related targets selected for enforcement are of high value and that there is no duplication of effort by other units or agencies. The VPD Criminal Intelligence Section (CIS) ensures that the likelihood of internal investigative overlap is minimal; however, with the patchwork of police services in the Lower Mainland, duplication and overlap of gang-related efforts is a real concern. In 2010, the VPD will continue to play a lead role in ensuring there is an appropriate exchange of intelligence amongst agencies engaged in gang enforcement.

KEY STRATEGIES FOR 2010

- *Increase the number of focused, intelligence-led investigations targeting influential and/or violent gang members*
- *Increase awareness throughout the VPD with respect to gang members living or operating within the city of Vancouver*
- *Increase VPD profile with the RCMP and regional integrated units whose mandate is gang enforcement*

GOAL: TO REDUCE TRAFFIC-RELATED INJURIES AND DEATHS

CHAMPION: INSPECTOR TED SCHINBEIN

Traffic collisions cause more loss of life, injury and property damage than crime. In order to have a city that is safe, traffic related deaths and injuries must be reduced. The efforts of the VPD Traffic Section over the past two years have resulted in a decrease in collisions including fatal collisions in the city of Vancouver. Collisions decreased by 3% in 2008 and a similar reduction is expected for 2009 while the number of collision fatalities dropped from 25 in 2007 to 19 in 2008 and to 16 in 2009. The VPD will continue measuring traffic safety progress in 2010 by continuing with the educational and enforcement strategies used in 2009.

As in 2009, a key strategy for 2010 will be continued deployment in and enforcement of high collision or problem-identified areas in the city of Vancouver. This strategy is to affect a noticeable improvement in the behaviours of drivers as well as of vulnerable road users such as motorcyclists, cyclists, and pedestrians. As part of this strategy, the VPD will continue to work with the Integrated Road Safety Unit (IRSU) when they are scheduled to be in Vancouver to enforce traffic safety in key locations. Complementary to the first 2010 strategy will be the ongoing enforcement of red light infractions as well as pedestrian and cyclist related offences. The VPD's focus on issuing violation tickets will deter and ideally cease the illegal and dangerous behaviours of individuals. Concentrated efforts on the detection and investigation of impaired drivers will also continue with hopes of securing ongoing external funding for Counter Attack roadblocks.

These specific enforcement activities will also be complemented by continued focus on education programs aimed at the issues identified above, to be delivered both internally and publically. To that end, the VPD will examine the possibility of expanding traffic related information on its internal and external websites as a way to better disseminate the message and educate the public on road safety. For all enforcement and educational initiatives in 2010, the VPD will work with its partners to ensure all residents and visitors are safe and secure on Vancouver roads.

Moreover, efforts to improve Traffic Court efficiencies will continue so that the frequency and duration of traffic court attendance by police members is reduced. Research into alternate Traffic Court models used in other provinces will be further examined. A report will be submitted with hopes of implementing a new process that will decrease the amount of time an officer spends in court.

KEY STRATEGIES FOR 2010

- *Continue with intelligence-led deployment in high collision locations*
- *Continue efforts to improve Traffic Court efficiencies in order to reduce the frequency and duration of traffic court attendance by police members*
- *Increase the number of traffic violation tickets written by Patrol members, focusing on traffic light intersection infractions and pedestrian-related offences*
- *Continue to increase enforcement of impaired drivers*
- *Continue delivering traffic education programs internally and externally*
- *Continue to increase safety information available to the public on the VPD Traffic website*

GOAL: TO IMPROVE LIVEABILITY BY REDUCING STREET DISORDER

CHAMPION: SUPERINTENDENT WARREN LEMCKE

Street disorder affects the quality of life for all who live, work, or come to Vancouver for entertainment; and if left unchecked, it can diminish quality of life and lead to further disorder, violence, and property crime along with other more serious incidents. Nowhere was this more evident than in the Entertainment District prior to 2008. In 2008 and 2009, the VPD in conjunction with the COV, initiated street closures in the Entertainment District resulting in dramatic reductions in street disorder and related problems. So successful was this initiative that the VPD received the 2009 Silver Leadership in the Municipal Sector Award from the Institute of Public Administration of Canada. Street closures will continue in 2010 to keep the Entertainment District a safe and enjoyable area of the city.

In 2010, the VPD will also continue to target all areas of the city affected by disorder issues such as aggressive panhandling, squeegeeing, graffiti, public fighting, open-air drug markets and unlicensed street vending. Officers will continue to use existing bylaws and the *Safe Streets* and *Trespass Acts* to change behaviour of those who chronically commit these offences. The Department will also support and make recommendation to have offenders who are unable to pay fines, diverted to community service, counseling, or to other forms of non-monetary restitution. The VPD is also supportive of COV plans to establish an area for Downtown Eastside (DTES) residents to sell lawfully-obtained property to supplement their income in accordance with Municipal By-Laws.

An additional 12 police officers have now been assigned to the DTES's Beat Enforcement Team (B.E.T.) to provide an increase in high visibility policing to the area. B.E.T. members will continue to focus on seizing drugs rather than prosecuting offenders for simple possession in order to avoid spending time completing lengthy paperwork and thereby maintaining a consistently high street presence. Higher visibility and a greater consistent police presence in the DTES will decrease street order and related offences which in turn will increase the quality of life and safety for all residents and visitors in what is the most crime-ridden area of the city.

Moreover, the VPD's Homeless Outreach Coordinator position was established in 2009 to work with service providers and government agencies throughout the city in helping to identify the homeless and provide shelter for them. The efforts of this Constable have been strongly supported by these agencies and will continue in 2010 as the VPD partners with the COV in working to end homelessness in Vancouver by 2015. Complementary to these efforts, through *Partners in Action*, the VPD, BC Housing, and the non-profit operators of the Province's single room occupancy buildings (SROs) will continue to work together to help keep these DTES buildings safe, secure and supportive for the residents. By doing so, the vulnerable are protected from the criminal element and violence is reduced in the buildings, improving the quality of life for all.

KEY STRATEGIES FOR 2010

- *Expand the service of summonses by VPD members chronic disorder related bylaw offenders while assisting the COV in the development of a court diversion process to provide meaningful consequences that change behaviours outside of the traditional fine process*
- *Increase the high visibility presence of the Beat Enforcement Team (BET) with an increased focus on disorder issues*
- *Liquor enforcement shift (LIMA) to continue year round in 2010 with street closures from May to October. VPD will continue to work with the COV to enhance street closures and the activities within the area*
- *Assist the COV in achieving the goal to end homelessness in the city by 2015*

GOAL: TO ENSURE BEST PRACTICES FOR CONSEQUENCE MANAGEMENT AND EMERGENCY PREPAREDNESS

CHAMPIONS: INSPECTORS RICK MCKENNA AND BOB STEWART

All federal, provincial and municipal agencies must take a role in emergency planning and preparedness to ensure the safety of all residents and visitors. This type of preparedness has never been more important as Vancouver prepares to host the largest event in the history of the city in 2010. As the 2010 Winter Olympic and Paralympic Games approach so do increased safety and security concerns. As such, the VPD, in partnership with the Integrated Security Unit (ISU), will begin implementing the operational plans developed in 2009 to ensure that sufficient human resources are in place to provide safety and security to the residents of and visitors to the city of Vancouver during these Games. VPD members have received and continue to receive considerable amounts of specialized training for this monumental task. This is an opportunity for the VPD to highlight its effectiveness as a leader in policing during this world-class event.

Furthermore, as in 2009, OPERATION SECURUS is at the hub of the VPD's efforts in 2010 to ensure best practices for consequence management and emergency preparedness. This initiative builds on the successes of the VPD's many outreach efforts whereby the business community is encouraged to report suspicious activity to the police. Businesses identified under OPERATION SECURUS are those that provide services, supplies, or store commodities that could be used (as indicated by prior global incidents) to facilitate a terrorist attack. In 2009, 180 out of the 300 businesses of interest have been visited and 20% have signed up for the program. Information regarding the location of these businesses and the commodities or services they provide, as well as information regarding the location of the critical infrastructure throughout Vancouver, provides Commanders with a heightened ability to assess risk in assigning resources to a critical incident or event. In collaboration with the Integrated National Security Enforcement Team (INSET) Vancouver, the VPD will continue in 2010 to visit businesses of interest while encouraging them to sign up for training on how to detect and report suspicious terrorist activity.

The second key strategy for 2010 aims to continue increasing terrorist-related intelligence generated from Patrol officers. Analysis of world-wide terrorist events has shown that the key information leading to the discovery of a terrorist plot was, in many cases, obtained from basic Patrol officer activity. Subsequently, to continue increasing patrol member awareness of terrorism indicators and/or trends, the VPD Criminal Intelligence Section (CIS) and INSET Vancouver will continue the terrorism awareness training program for Patrol officers including the use of E-Parade, the Intranet, roll call training, and lectures in this effort.

Moreover, to supplement the VPD's 'All Hazards' Emergency Plan completed in 2009, the VPD will begin developing a number of functional operational plans in 2010 to deal with specific issues or events. Using the completed Business Impact Analysis as a guide, Business Continuity Plans will also continue to be developed for each organizational Section of the VPD to ensure best practice preparedness for any natural or man-made disaster.

KEY STRATEGIES FOR 2010

- *Continue to enhance the ability of the VPD Criminal Intelligence Section (CIS) and the Integrated National Security Enforcement Team Vancouver (INSET Vancouver) to capture, analyze, and investigate suspicious incidents that may be related to terrorist activity through OPERATION SECURUS*
- *The VPD CIS and INSET Vancouver will continue the terrorism awareness training program for Patrol officers. The CIS and INSET Vancouver will use E-Parade, Intranet, roll call training, and lectures in this effort*
- *To continue implementing policies, procedures and logistical capabilities so that the VPD is the best prepared major city police service in Canada for any natural or man made disaster*
- *To partner with the Integrated Security Unit (ISU) to implement operational plans to ensure that sufficient human resources are in place to provide safety and security for the City of Vancouver during the 2010 Olympic Games*

GOAL: TO ENHANCE PROACTIVE AND VISIBLE POLICING

CHAMPION: INSPECTOR DARYL WIEBE

The VPD pursued strategies in 2009 that focused on further increasing the visibility and professionalism of Patrol. Emphasis was placed on increasing proactive time by bolstering the Telephone Response Team (TRT), while not sacrificing the quality of service provided to the public. Unfortunately, budget restrictions precluded the VPD from increasing the number of marked cars in the fleet, and scheduled uniform days were shelved due to other investigative priorities. However, changes to our weekly crime-control processes brought regular patrol members into the decision-making sessions used to identify criminal trends and target known offenders. By bringing front-line officers into this forum, we streamlined the process, ensured buy-in on operational decision-making and opened channels of communication within each Patrol district. Patrol members now take a much more active role in setting operational priorities. Furthermore, Patrol members were provided with interview training thereby increasing their investigation knowledge base, and they were provided with digital recording devices to assist them with their duties. This increased capacity resulted in noteworthy suspect statements where offenders admitted to crimes, and a corresponding number of guilty pleas in court. Continuing from 2008, the VPD also worked closely with the South Coast British Columbia Transportation Authority Police Service (SCBCTAPS) on a number of operational projects on and around the Skytrain system. These projects targeted specific violent crime problems around specific stations; as a result, incidents of violent crime diminished during these projects.

Safe communities are invariably linked to a visible police presence within them. Enhancing visible policing in the downtown core, Entertainment District, and around the Olympic competition venues will be at the forefront of the VPD's agenda in 2010 as Vancouver welcomes the world during the upcoming Winter Olympic and Paralympic Games. In addition, improved shifting and deployment in District 2 will enhance the visible policing in the Downtown Eastside, and reduce the incidents of street-level violent crime. The VPD will also continue to increase its profile cooperatively with SCBCTAPS, to focus on high-crime stations and routes, and work proactively along the new Canada Line.

Proactive policing is directly linked to investigative quality, and administrative steps will be taken throughout 2010 to improve the overall quality of general report-writing, and to specifically improve the quality of Reports to Crown Counsel (RTCCs). Well-written RTCCs help generate guilty pleas during court appearances, and quality improvements at the front end will result in less duty time spent on follow-up work and court attendance thereby resulting in more time for frontline officers to pursue proactive policing strategies.

Finally, expanding on the gains made in 2009 in relation to the reporting on Patrol officer activity will continue into 2010. Automated data transfers will streamline processes while case clearances tracked within Patrol will demonstrate the scope of the investigative work fully completed by our front-line officers.

KEY STRATEGIES FOR 2010

- *To deliver high-visibility policing to the public areas near the venues of the 2010 Winter Olympic and Paralympic Games, and through the Downtown Entertainment District*
- *To increase the visible policing presence in the Downtown Eastside*
- *To increase proactive and visible policing around Skytrain and transit corridors*
- *To improve the quality of report-writing generally, and to specifically improve the quality of Reports to Crown Counsel*
- *To develop the Patrol Activity Report (PAR) further, tracking case clearances and local warrant arrests*
- *To increase the operational deployment of uniformed Staff Sergeants in Patrol*

GOAL: TO LEVERAGE TECHNOLOGY TO DELIVER EFFECTIVE AND EFFICIENT POLICING SERVICES

CHAMPION: DIRECTOR KATHY WUNDER

Technology continues to be an increasingly important tool for law enforcement agencies to fulfill their mandates and maximize effectiveness and efficiency. In 2009, the VPD took significant steps to safeguard its IT capacity and data integrity. To prevent crucial information from being lost entirely in the event of a natural or man-made disaster, the VPD has set up a temporary disaster recovery site in the server room of the 5 E.8th building where data is currently being backed up. Meanwhile, plans are underway to complete the construction of a permanent disaster recovery enclosure at E-Comm, whereby data will be replicated on a nightly basis. In addition, to make IT processes more accountable, the VPD initiated the creation of online IT performance indicators and the development of a new IT policy site that outlines current policies surrounding IT services, resources, and facilities. The first of these accountability strategies will improve IT-specific goal-setting and strategic planning while the second will help increase compliance by reducing invalid helpdesk requests. Moreover, to make IT processes more green and ecological efficient, the VPD has considerably decreased power consumption in 2009 through server virtualization.

In 2010, the VPD will continue building four of the key strategies initiated in 2009 to leverage technology to deliver effective and efficient services. The first 2010 strategy will see the completion of the permanent disaster recovery enclosure. Next, the key performance indicators developed in 2009 will be finalized and will be posted online, allowing for full accountability of IT processes and projects. Similarly, the VPD will continue reviewing VPD IT policies and compliance in conjunction with the COV's IT Shared Services Review in order to work towards completing the new VPD IT policy site. Lastly, the VPD will continue reducing the ecological footprint of its IT systems by completing all upgrades to Windows Server 2008 and examining paper-based business processes that can be made electronic. Completion of this green initiative will see 2/3 of workstations in standby mode at night and will replace many paper forms with electronic forms, resulting in further reductions in power and paper consumption respectively.

KEY STRATEGIES FOR 2010

- *Continue the implementation of a disaster recovery site at E-Comm within a secured space*
- *Measure and publish online IT Key Performance Indicators*
- *Continue creating a new IT policy site*
- *Continue creating a 'green' IT plan*

GOAL: TO IMPROVE COMMUNICATION AND PUBLIC ENGAGEMENT IN CRIME PREVENTION AND VPD SERVICES

CHAMPION: SENIOR DIRECTOR PAUL PATTERSON

The VPD's Public Affairs Section is often the Department's first point of contact with the public at large. This contact takes many forms including stories about the Department and its services delivered through the media, information generated through our website (vpd.ca), crime prevention campaigns, printed materials, and presentations. On a more individual basis, Public Affairs is also a first point of contact through its volunteer and outreach programs such as Block Watch, Citizen's Crime Watch, the Community Policing Centres, and Victim Services. Subsequently, Public Affairs continues to assist other Sections of the Department in their efforts to communicate with the public for purposes of crime prevention or public safety.

External communication is the most important tool for involving the public in crime prevention and ensuring they are informed of how the VPD is engaged in activities to keep them safe. In 2009, the VPD successfully promoted crime prevention and public awareness of crime through a number of multimedia campaigns such as the date rape campaign that placed warning and information materials in bars and schools. Furthermore, the VPD enhanced the public's awareness of the services it provides and advertised its recruiting needs by generating hundreds of positive and cost-effective earned media stories. The VPD also has developed the materials to launch a provincial multimedia campaign aimed at assisting in the area of reducing gang crime by discouraging youth from joining gangs.

In recent years the VPD has advocated for social and legislative change on a number of serious issues. Major media campaigns have been launched to publicize VPD efforts in relation to topics such as non-returnable warrants, the need for enhanced sentencing of chronic offenders, the plight of the mentally ill and the problems facing the Downtown Eastside of Vancouver. All of these issues are representative of challenges facing Canadian society and their resolution must involve all levels of government, partners and stakeholders. The VPD will continue to research future topics and provide considered insight with the goal of "shining a light" and encouraging dialogue and action.

In 2010, the VPD will improve communication and public engagement in crime prevention and VPD services by continuing to raise public awareness of crime and crime issues while raising public awareness of the services provided and the successes achieved by the VPD. As such, the VPD will continue to use campaigns intended to guide people to the VPD's website while effectively redesigning its layout for easier navigation and greater interactivity with the public. In order to enhance morale and reinforce our brand culture of 'Beyond the Call' service, the VPD will continue to generate increased proactive and positive earned media and the Public Affairs Section will ensure professional event and ceremony management. The VPD will also continue with its strategy of using various media campaigns and popular programs such as Block Watch and Citizens Crime Watch to educate the public on how to protect themselves and their property. In addition, the Department will continue to expand the services it provides to victims of crime and will further increase awareness among the public of those services.

KEY STRATEGIES FOR 2010

- *To enhance the public's awareness of programs and services that the VPD provides for their safety through increasing traffic to the VPD website*
- *To continue enhancing the reputation of the VPD and increase the public's awareness of its services through an increase in proactive and positive earned media*
- *To continue enhancing the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories*
- *To continue enhancing the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services*
- *To enhance morale within the Department and facilitate public awareness and support of the Department through professional event and ceremony management*

GOAL: TO SUPPORT AND DEVELOP OUR STAFF TO THEIR FULL POTENTIAL

CHAMPION: SUPERINTENDENT STEVE SCHNITZER

To deliver the highest quality of service to the public, the VPD must maintain a talented and dedicated workforce. In line with the overall goal of supporting and developing our staff to their full potential, the VPD accomplished several noteworthy achievements in 2009. VPD Personnel Services further built on the Early Warning System initiated in 2008 by implementing a system that outlines the discipline and complaint history of all VPD members. This new best practice will not only assist the VPD in facilitating its Early Intervention Program but will also serve as an effective tool in helping the VPD meet the McNeil disclosure requirements (a new challenge currently facing the Department). In addition, greater efficiencies have been created in the usage of mandatory training funds through the development of a mandatory electronic training spreadsheet which captures the history of every member's course history. This spreadsheet forms part of the on-going development of the VPD's comprehensive 'Training Plan/Vision' that carries forward into 2010. A review of best practice force options training was also completed and a new comprehensive program will be introduced immediately in 2010 upon completion of the VPD's new state-of-art Tactical Training Centre. Finally, Human Resources (HR) worked throughout the organization to maintain a mandated 7% civilian vacancy while minimizing the operational impact that this has had on various organizational Sections.

In 2010, the VPD's ongoing development of a comprehensive 'Training Plan/Vision' will focus on improving police in-service police and civilian training. As such, Personnel Services will continue building upon the mandatory training spreadsheet developed in 2009. This will ensure an immediate increase in member's access to training programs that are relevant to their current positions while providing greater clarity of what is required and/or available at each stage of a member's career and/or what is required for specific job functions or units. In addition, in 2010, all VPD members will be provided with training relating to the implementation of the new *Police Act – Bill 7*. To those ends, the Professional Standards Section (PSS) will be fully conversant with the new legislative requirements while all VPD members will be aware of the changes and how it may impact the fulfillment of their duties.

Moreover, in 2010, the VPD will continue enhancing and developing HR practices by working towards full centralization of time entry as the Workforce Management System software is implemented; by continuing with training for supervisors and Managers on collective agreement aspects; and by driving forward a variety of health and wellness programs.

KEY STRATEGIES FOR 2010

- *Enhance existing and develop new relevant HR processes and programs for all employees*
- *Provide training to the Professional Standards Section (PSS) and VPD members regarding the implementation of Bill 7 (the new Police Act)*
- *Develop and complete a comprehensive training plan by integrating Section resources and utilizing technology to deliver various modes of training*

GOAL: TO CONTINUE TO IMPLEMENT BEST PRACTICES IN POLICE SERVICES

CHAMPION: DIRECTOR DRAZEN MANOJLOVIC

The VPD is continually looking at identifying, understanding, and adapting outstanding practices from within its organization and from organizations anywhere in the world in order to deliver services in the most efficient and effective manner and/or to help improve performance. The goal of continuing to implement best practices in police services was pursued and developed in a number of ways in 2009, both at the micro and macro organizational level within the VPD and through the exploration of practices external to the Department.

To advance best practices throughout the Department, the Planning, Research & Audit Section (PR&A) began exploring the principles of CompStat to determine if they can be applied to other VPD Sections. Next, a database of policing and related awards was created to showcase the VPD and its members for being leaders in policing by nominating projects and/or research reports for such awards and honours. The VPD also expanded its network of Canadian police contacts that specialize in policy development or police auditing through PR&A's participation on the Quality Assurance in Law Enforcement Committee. Employee adherence to best practices were advanced through the updating of 36 policies that were identified as a result of a risk assessment exercise which identified those policies that required immediate revision based on the following criteria: a) immediate impact on day-to-day operations, b) notable risk to the VPD, c) emerging issues requiring an immediate response, and d) policies that need to be reviewed and revised in advance of the Olympics. Moreover, drawing on the extensive police facility experience of HOK Architects, the VPD was able to identify best practices specifically focused on space needs. As a result, the VPD has a better understanding of its current and future facilities needs, and best practices are embedded into that understanding.

In 2010, the VPD will continue to implement best practices in the organization through three main strategies. Further development will occur on the multi-year project of identifying the fundamental principles of accountability and measurement with the aim of piloting an assessment tool or format. The Audit Unit will formalize its structure and process of internal audit selection and recommendation follow-up. Lastly, PR&A will bring forward policing practices that warrant the distinction of being considered a best practice. This would be maintained in a database for future reference, but more importantly, the information would be forwarded to the appropriate VPD section for their consideration.

KEY STRATEGIES FOR 2010

- *Applying CompStat principles to measure effectiveness and efficiencies to all aspects of the VPD*
- *Further build upon the success of the VPD's internal audit program by establishing a more formal structure of audit selection and recommendation follow-up*
- *Develop a process within the PR&A Section to research and identify best practices within policing, maintain a database of such best practices, and distribute this information to any applicable Section within the VPD*

GOAL: TO IDENTIFY AND ACQUIRE THE NECESSARY PERSONNEL AND INFRASTRUCTURE TO ADEQUATELY SUPPORT OPERATIONAL AND ADMINISTRATIVE NEEDS

CHAMPION: DEPUTY CHIEF CONSTABLE BOB ROLLS

Adequate staffing and infrastructure is integral in order for the Department to ensure the safety of the public. Throughout 2009, the VPD's Recruiting Unit successfully hired the required amount of recruit and exempt police officers in order to achieve full staffing levels by year-end. Subsequently, projected vacancies at the VPD are now at a historic low. These full staffing levels will greatly assist the Department in meeting its operational goals and targets, and in ensuring that adequate resources are available for the upcoming 2010 Olympic Games. Apart from staffing, significant work has been completed in 2009 in relation to facilities planning. The Dog Squad has moved into its new facility while the VPD's new state-of-the-art Tactical Training Centre is set to open soon. In addition, a comprehensive facilities review was conducted by independent consultants working with the VPD and City staff. With the short and medium-term plans completed and discussed with senior City staff and with the long-term plan nearing completion, the VPD is poised to move forward with plans for an interim facility in mid-2010. If approved by City Council, this move will pave the way for future infrastructure improvements.

The key strategies for 2010 build on the momentum created this past year. For example, with the completion of the Tactical Training Centre, the Force Options Training Unit is now in a position to completely integrate its best practice training model. This model will increase force options training for VPD members and will ensure members receive training in a variety of disciplines.

Furthermore, building plans will be refined and construction will begin on a new Property Storage and Forensic Vehicle Examination facility. This will address long standing problems and challenges that the VPD has faced in relation to its property and evidence storage. Construction of this facility is being assisted financially by all three levels of government including infrastructure grants from both the Government of Canada and the Province of British Columbia.

Lastly, in 2010, transition plans will be developed to move a significant amount of the administrative, support, and investigative personnel into an interim facility currently identified as possibly being the VANOC building on Gravely Street. The movement of much of the VPD into this City-owned facility, while still subject to City Council approval, will be the result of the work accomplished during the comprehensive facilities review process and subsequent discussions between senior VPD staff, and City staff. The transition plan will outline the movement of VPD units, any modifications to the new as well as existing facilities, and a timeline for completion.

KEY STRATEGIES FOR 2010

- *Integrate VPD training into the Tactical Training Centre*
- *Develop plans for the building and opening of a Property and Evidence Storage Facility that includes forensic examination facilities for vehicles*
- *Continue the development of a comprehensive long-term report outlining future facility needs for the VPD and implement existing transition plan for a move to VANOC as a medium-term solution pending Council approval*

GOAL: TO DELIVER FINANCIAL PROCESSES TO SUPPORT THE ORGANIZATION

CHAMPION: SENIOR DIRECTOR WARWICK WRIGHT

As cost effectiveness and internal efficiencies are continually demanded of the VPD, the Financial Services Section took further steps in 2009 to ensure fiscal responsibility. The VPD Executive was provided with timely budget variance reports each month and with relevant management information as required during the year in order for corrective action to be taken if necessary. In addition, the monthly Overtime Reports that were developed during 2008 provided detailed monthly overtime data to operations managers that improved their ability to manage their areas of responsibility. These efforts helped ensure that the organization as a whole was well-positioned in 2009 to deliver on-budget results for the fifth consecutive year.

Research was also conducted in 2009 with regards to enhancing the tracking and management of VPD equipment. Rather than using the SAP's Plant Management (PM) module as originally envisioned, a renewed focus on the existing Excel spreadsheet has yielded the detail necessary to properly manage equipment and secure replacement funding based on the established useful life cycle of the various items. On the other hand, the SAP's Material Requirement Planning (MRP) module was activated for VPD Stores in 2009. However, the implementation of the VPD's current material inventory data into MRP was delayed due to the disruptions caused the Vancouver Services Review (VSR) and the Supply Chain Shared Services initiative.

The VSR along with staffing changes has also delayed the VPD Financial Services Section's ability to provide VPD Managers with monthly variance reports customised to their budget responsibilities. Providing Managers with customised variance reports remains a priority and has been incorporated into the VPD's business plan for 2010.

The VPD will once again adhere to the budget in 2010 while working to further deliver financial processes to support the organization. To those ends, the VPD Financial Services Section will again provide the Executive with timely budget variance information, including detailed overtime variances by Section and other financial information, in order for corrective action to be taken if necessary to ensure the VPD remains within budget. To support this strategy, the VPD will implement enhanced variance reporting for the Facilities Section and Criminal Investigations Fund. These areas have relatively large budgets and have experienced considerable volatility in their expenditures in past years. Customised monthly management reports will be developed in conjunction with the Manager of each selected area so that each will receive timely management information tailored to his or her particular area of budget responsibility. These reports will allow the Managers to exercise improved fiscal control and to be held accountable for their expenditures.

KEY STRATEGIES FOR 2010

- *To provide the Executive with timely budget variance information, including detailed overtime variances by Section, in order for corrective action to be taken if necessary to ensure the VPD remains within budget for 2010*
- *To provide the managers of the Facilities Section the Criminal Investigation Fund with monthly financial reports customised to their budget responsibilities*

GOAL: TO IMPROVE THE VPD'S ENVIRONMENTAL SUSTAINABILITY AND CONTRIBUTE TO A GREENER COMMUNITY

CHAMPION: SENIOR DIRECTOR PAUL PATTERSON AND SUPERINTENDENT ERIC PETIT

In 2009, the City of Vancouver (COV) introduced a 10-year strategic business plan to oversee its operations. The mission statement that focuses the overall direction of this plan is “to create a great city of communities, which cares about its people, the environment and the opportunity to live, work, and play”. As part of the fulfilment of this mission statement, the COV aims to make Vancouver the world's greenest city by 2020. As protecting and enhancing Vancouver's environment is a key focus point for the COV, the VPD has created a new strategic goal for 2010 to improve the VPD's environmental sustainability and thereby contribute to a greener community.

The achievement of this goal is rooted in the establishment of a VPD 'Green Team' that will lead the development, implementation, and monitoring of green initiatives throughout the Department. VPD 'Green Team' initiatives will be communicated to Green Liaison Coordinators selected from within each Section of the Department. These individuals will be responsible for overseeing green initiatives within the Section and reporting back to the VPD 'Green Team' on Section performance as well as helping to initiate environmentally sound practices.

In 2010, the VPD will focus on a number of specific strategies in an effort to improve the VPD's environmental sustainability and contribute to a greener community. These strategies include the implementation of carbon neutral policies and practices specifically in the selection of systems, equipment, and materials; reducing Departmental energy consumption and waste; establishing a green culture within the Department; and engaging VPD staff to reduce vehicle emissions.

While certain factors outside the control of the VPD limit the VPD's ability to address all environmental concerns, including pre-existing environmental policies established for the leased ICBC building and City-directed waste management services, there are still other areas where improvements in environmental sustainability can be made. Green initiatives will be encouraged, recognized, and rewarded as a Department-wide green culture is promoted. Small steps such as installing water filters and eliminating the purchase of bottled water combined with other practices such as turning off computers at the end of the day can all add up to make a significant contribution. As achieving greater environmental sustainability is a new goal for 2010, the Department will continuously celebrate success and encourage a greater awareness of the challenge.

Key Strategies for 2010

- *Implement carbon neutral policies and practices as well as making carbon efficient choices in systems, materials and equipment procurement*
- *Reduce overall energy consumption at the VPD*
- *Develop and implement a plan to reduce Departmental waste by 70% by 2015*
- *Promote a green culture and ecological health within the VPD by developing environmental awareness and incentive programs*
- *Engage VPD staff to reduce vehicle emissions*



Appendix A: Champions Tool Templates

Vancouver Police Department Annual Business Plan (2010)

Goal – To reduce property crime by 20% by 2012

Champion – Inspector Les Yeo

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to build and expand the scope and success of the Property Crime Unit (PCU) as it relates to proactive projects and investigations.	<p>1. Continued success of PCU / COU initiated investigations which are focused on high crime areas/suspects.</p> <p>2. PCU to be the “go to Unit” as it relates to investigations, experiences and techniques used to combat property crime.</p> <p>3. Improved flow of information from Patrol as it relates to intelligence surrounding property crime.</p>	<p>1. 50% increase in successful projects and high value target investigations compared to 2009.</p> <p>2. Comparison between PCU officers’ investigative experience at the beginning of 2009 to that at the end of 2009.</p> <p>3. Successful implementation of a method for property crime intelligence to flow directly from Patrol to the PCU.</p>	<p>1. Expanded use of investigative strategies in property crime investigations including more projects and use of covert operations.</p> <p>2. Highly efficient PCU with full knowledge of active high value targets and crime trends.</p> <p>3. Ensuring PCU obtains all property crime intelligence obtained by patrol in a timely manner allowing for better assessment and prioritization of property crime projects / investigations that involve mid to high value targets and/or Chronic Offenders.</p>	<p>1. a) Continue to be proactive in investigations / projects that are based on intelligence from the Crime Analysis Unit (CAU), the Chronic Offender Unit (COU) and Patrol.</p> <p>b) Obtain and deploy more investigative strategies, projects, and equipment that assist in property crime investigations.</p> <p>2. Investigators to build experience based on knowledge of fellow officers, supervisors and managers as well through training and past and current projects / investigations.</p> <p>3. a) Review of all weekly crime meetings to determine which are necessary and which are repetitive.</p> <p>b) Review current flow of information and dissemination of intelligence surrounding property crime.</p> <p>(c) Enhanced use of sources and adherence to source debriefings as it relates to property crime.</p>	All strategies to be in place by December 31, 2010, and will continue past that date depending on their success.	Inspector Les Yeo and Sergeant Kim Serheniuk	<p>TSS</p> <p>North and South Property Crime Units</p> <p>OIS</p>	Budgetary implications will be addressed when needed through the Criminal Investigation Fund.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 2	Operations Investigative Section (OIS) to utilize the Neighbourhood Crime Alert Service to get information to the community with regards to current 'Property Crime Trends' and 'Hot Spots'.	Full utilization of the Neighbourhood Crime Alert Service (implemented in late 2009) for greater and swifter communication to the community in regards to identified hotspots and crime trends in the COV.	A measurable increase in participation by the community into the Programs.	A 10% reduction in property crime in identified hotspots following the implementation of the Program into various areas.	<ul style="list-style-type: none"> Work closely with Public Affairs and E-Comm to reach the community in a timely manner with regards to current trends. Obtaining and maintaining contact information for both members of the business and residential community (i.e. e-mail addresses). 	All strategies to be in place by December 31, 2010, and will continue past that date depending on their success.	Inspector Les Yeo and Sergeant Mark Tonner	Senior Director Paul Patterson Block Watch Citizens Crime Watch Community Policing Offices E-Comm Crime free Multi-Housing VPS Crime Analyst	There are no expected budgetary implications.
Strategy 3	To capitalize on the expertise of the VPD Sentencing Committee in order to develop new strategies for enhanced sentences of chronic offenders and other high profile offenders and/or cases.	Improved success surrounding the remand and sentencing of chronic offenders and other high profile offenders and/or cases to better protect the public.	Continued meetings of the Sentencing Committee and the creation, development and implementation of two new activities and policies (in 2010) that will assist in the ability to seek greater penalties for high profile offenders and/or cases.	Successful development and implementation of new strategies to "raise the bar" with respect to sentences. Permanent oversight of previously implemented activities to ensure the entrenchment of those that work and the appropriate reviewing of those that do not work.	<ul style="list-style-type: none"> Quarterly meetings of the VPD Sentencing Committee to develop two new activities and to ensure those activities are implemented and reviewed. Continued input from Crown Counsel on the VPD Sentencing Committee. Police continue to request that Crown proceed by indictment for serious criminal cases. Police continue to request Crown to seek federal sentences for offenders that pose a significant risk to the community. To obtain a Crown dedicated to handling those cases where police will be seeking significant federal sentencing. Continue to expand background documents for Crown akin to the template utilized by the COU. Continue to address any training needs as they relate to Report to Crown Counsel (RCC) deficiencies to ensure Crown Counsel receives valuable information required to enhance the incarceration of chronic offenders. 	Due to the high priority of this strategy, this is expected to continue until adequate sentencing guidelines by government are in place.	Staff Sergeant Ruben Sorge	Staff Sergeant Don Cayer Sergeant Matt Clarke Det. / Cst. Tony Sartori Planning Advisor Nahanni Pollard Downtown Community Court (all participants) Crown Counsel TBA	There are no expected budgetary implications.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	OIS to reach out to external agencies that have a common goal of reducing property crime in order to share best practices and proactive intelligence.	<p>1. Improved utilization of resources based on best practices learned from other agencies within Canada and the USA relating to investigating property crime.</p> <p>2. Formalized system between Lower Mainland agencies surrounding the sharing of intelligence that relates to active multi-jurisdictional property crime offenders.</p>	<p>1. Full review of current investigative strategies and those of several external agencies.</p> <p>2. Lower Mainland-wide system in place that ensures accurate reporting of intelligence to all agencies in relation to high value property crime offenders.</p>	<p>1. Confidence that VPD is at the leading edge of investigations as it relates to property crime.</p> <p>2 (a) Full understanding and intelligence on multi-jurisdiction high value property crime offenders.</p> <p>b) Increased ability to use multi-jurisdictional resources (surveillance) on high value targets that routinely cross city boundaries.</p>	<p>1. Management to review investigative strategies of external law enforcement agencies to ensure best practices utilized relating to property crime projects and investigations.</p> <p>2. Meeting with Lower Mainland Analysts to determine feasibility of property crime offender tracking and reporting as it relates to high value property crime targets and Chronic Offenders.</p> <p>3. Formalization of report similar to "Lower Mainland Robbery Report" for high value property crime targets.</p> <p>4. Implementation of quarterly Lower Mainland agency meetings for all investigators involved in property crime investigations similar to those held by Lower Mainland robbery units.</p>	All strategies to be in place by December 31, 2010, and will continue past that date depending on their success.	Inspector Les Yeo Staff Sergeant Ruben Sorge	Lower Mainland Policing Agencies CAU	Potential travel to larger agencies within a reasonable distance from Vancouver.
Strategy 5	Increase and improve information sharing and collaboration between Financial Crime and Technological Crime Units with Global Police/Investigative agencies.	<p>1. Reduced local victimization from fraud and technological crime.</p> <p>2. Increased ability to assist prosecuting out of jurisdiction suspects for local victims.</p> <p>3. Improved VPD investigative abilities through exposure to tools and techniques used by other global agencies.</p>	<p>1. Increase in the number of files with external suspects that VPD can investigate.</p> <p>2. Increase in number of files with local victims and out of jurisdiction suspects.</p> <p>3. More effective tools and techniques available to deploy in investigations.</p>	<p>1. Decrease in reported fraudulent and tech crime for 2010.</p> <p>2. Increase in number of files successfully referred to outside agencies for investigation and prosecution</p> <p>3. Improvement in investigative times given the availability and use of new tools and techniques.</p>	<ul style="list-style-type: none"> Continue to participate in inter-agency meetings. Continue to participate in POLCYB while attending quarterly and international meetings as budget permits. Update contact lists for all financial and technological enforcement partners as well as for law enforcement and non-law enforcement agencies with investigative components, Reach out to global agencies where suspects who victimize Vancouverites reside and/or for whose citizens Vancouver suspects victimize. Continue scan of new technologies and spend time thinking of how they may be applied to technological crime investigation. 	December 31, 2010	Inspector i/c FSS, Kevin McQuiggin	<p>Global police agencies, governments, industry and academic partners as members of the POLCYB (Society for Policing of Cyberspace) organization.</p> <p>Other police, investigative and industry contacts worldwide</p>	Budget for meetings and travel to meet with associated agencies.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 6	Develop an internal enforcement Action Plan against local prolific fraudulent telemarketers and "419 scam" suspects.	A viable plan will be in place that targets local suspects, assists local victims, and outlines effective processes for working with external and global agencies in support of investigations and enforcement. Global partners are aware of VPD enforcement action plan and are able/willing to assist.	The identification and prioritization of target groups.	Plan is complete and investigators have a priority-based list of target groups for enforcement.	<ul style="list-style-type: none"> Develop an intelligence coordinator position using existing Unit resources. Work with global police and other partner agencies to determine the most viable cases. 	December 31, 2010	NCO i/c Financial Crime Unit, Sgt. Leslie Stevens	External police and governmental investigative partners; global industry partners	Budget for meetings with other agencies.
Strategy 7	Enhance VPD case intake processes to better prioritize cases in accordance with strategic goals.	Business processes are developed to assist in enhancing case assignment while also reflecting organizational priorities.	The identification of inefficiencies with the current case intake process.	An increase in exhibits processed.	<ul style="list-style-type: none"> Research processes in other jurisdictions for advancements and policy changes that enhance performance. Review current intake process to determine inefficiencies. 	December 31, 2010	NCO i/c Tech Crime Unit, Sgt. John Revitt	Other investigative units who are our "customers" in the forensic analytic process Partners in other police and investigative agencies	Potential budget impact if new procedures differ markedly from current model. Travel budget to attend national meetings on establishment of tech crime forensic standards.
Strategy 8	Develop and refine VPD forensic examination processes to increase efficiencies and effectiveness leading to increased support of other investigative Sections.	Forensic processes that enhance efficiency through increased capacity are implemented.	Increase in the number of exhibits processed associated to files submitted from other investigative units.	A 5 % increase in demand for service from other investigative units.	<ul style="list-style-type: none"> Continue to examine and refine the processes to reflect changes in technology. Continue to participate in inter-agency meetings to keep abreast of technological changes and advancements. Maintain professional memberships to facilitate education and the exchange of ideas and processes. 	December 31, 2010	NCO i/c Tech Crime Unit, Sgt. John Revitt	Other investigative units who are "customers" in the forensic analytic process. Partners in other police and investigative agencies	Potential budgetary impact if new forensic tools, either hardware or software, are required. May be mitigated through the leveraging of "open source" software and other tools.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 9	Develop a baseline and improve current monitoring and analysis of online services and social networking sites.	Proactive and in-time identification and analysis of potential suspects of crime in order to recover suspect and offence information.	The identification and tracking of suspects using common online services and social networking sites.	A baseline for current monitoring and analysis is determined.	<ul style="list-style-type: none"> Combination of human and technological tools developed or deployed online which are able to track suspect or potential suspects' activities. 	December 31, 2010	Inspector i/c FSS, Kevin McQuiggin	<p>Other investigative units may have valid input into how these new technological tools should be employed.</p> <p>Input from global partners in the tech crime field.</p>	Potential budgetary impact if site memberships are required or if software purchase costs and hardware/software development costs are incurred. This may be mitigated through the leveraging of "open source" software and other tools.

Vancouver Police Department Annual Business Plan (2010)

Goal – To reduce violent crime by 10% by 2012

Champions – Inspector Bob Usui and Inspector Adam Palmer

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to implement a court order compliance system for chronic violent offenders.	Reduction of violent crime committed by chronic violent offenders.	Track enforcement action against chronic violent offenders.	20% increase in enforcement action against chronic violent offenders across all Districts.	<ul style="list-style-type: none"> DVACH Analyst to provide targets for Level II and III K-file court order compliance by Patrol across all Districts. HROU to work with Patrol in actively enforcing probation orders Patrol District Analysts to provide RMS analysis on top chronic violent offenders. All District Crime Control Officers (CCOs) to continue implementing the enforcement plan for chronic offenders in their District 	December 31, 2010	Staff Sergeant Ross Jackson Sergeant Doug Bain	Patrol Districts – 4 CCOs District Analysts HROU DVACH	nil
Strategy 2	Maintain and further develop the operational information repository where strategies/tactics used to address violent crime throughout the City are available to all Patrol members and Investigators.	The knowledge base of proven strategies/tactics for combating violent crime will remain relevant and recent. This will provide ongoing insight and save time when officers are developing new operational plans.	Continue to track the number of Patrol-based violent crime projects that are based on or guided by intelligence/strategies/tactics used in the past.	10% increase in the number of Patrol-based violent crime projects.	<ul style="list-style-type: none"> District CCOs to continue compiling strategies/tactics used to address violent crime in their District. Utilize a SharePoint database to house the operational information repository Develop a summary table/index to facilitate searching for a specific type of project. Inform Patrol members and Investigators on the availability and accessibility of this repository. 	December 31, 2010	Staff Sergeant Ross Jackson	Patrol Districts – 4 CCOs	nil
Strategy 3	Educate Patrol officers on interviewing and interrogation techniques.	Officers will be equipped with the general knowledge, skills, and abilities required to conduct successful patrol-based investigations.	The number of training sessions provided to Patrol members.	All Patrol members having receiving training on general interviewing techniques.	<ul style="list-style-type: none"> Develop a Patrol-based training package to assist officers in developing general interviewing and interrogation skills. Deliver training to Patrol members during Delta shift. 	December 31, 2010	Sergeant Shaun Deans Sergeant Geoff Gabriel	All Patrol Districts Investigative Services	nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Introduction of two new teams to the Beat Enforcement Team (B.E.T).	The authorized strength of the B.E.T. will increase from 60 to 72 members allowing it to more effectively suppress violent crime in the Downtown Eastside (DTES).	The number of incidents of violent crime in the DTES. The number of special projects undertaken in the DTES to combat violent crime.	5 % decrease in the incidents of violent crime in the DTES. 10% increase in the number of B.E.T. projects and undercover operations.	<ul style="list-style-type: none"> Reconfigure B.E.T. from 4 teams of 14 constables and 1 Sergeant to 6 teams of 11 constables and 1 Sergeant. Change the shifting pattern of B.E.T. teams to better reflect the demands for service. Target violent offenders in the DTES through specific projects and undercover operations. 	December 31, 2010	Staff Sergeant Ross Jackson	B.E.T. District 2	Nil. Additional positions to B.E.T. have already been approved through the Operational Review process by City Council and subsequently through the VPD Strategic Plan Alignment Committee (SPAC).
Strategy 5	Target and educate accredited ESL institutions in sexual assault prevention and personal safety.	ESL students will be better aware of how to keep themselves safe from sexual predators.	The number of seminars and/or presentations delivered to ESL students. Positive feedback from ESL students in relation to the presentations. The number of incidents of sexual assaults in relation to ESL students.	Deliver presentations to all accredited ESL institutions in Vancouver. Positive feedback from ESL student participants. 10 % decrease in the number of incidents of sexual assaults involving ESL students.	<ul style="list-style-type: none"> Develop a seminar package on the prevention of sexual assaults and safety awareness for ESL students. Deliver ongoing presentations to accredited ESL institutions. Work with outside agencies such as the Vancouver Lower Mainland Multicultural Society (VLMMS) to develop and deliver presentations. 	December 31, 2010	Detective Constable Denise Foster	Sex Crimes Unit DVACH Victim Services Unit External multicultural agencies	Nil.
Strategy 6	Expand the mandate of the High Risk Offender Unit (HROU).	The HROU will monitor other high risk violent offenders rather than solely targeting sexual offenders.	Track the number of non-sexual violent offenders monitored by HROU.	100% compliance by half-way houses in the reporting of unauthorized Unlawfully at Large (UAL) absences. 20% increase in the overall number of violent offenders (both sexual and non-sexual) monitored by HROU.	<ul style="list-style-type: none"> HROU to work with all Patrol Districts to proactively target and monitor all high risk violent offenders. HROU to directly liaise with all half-way houses in Vancouver to ensure that all UALs are reported in a timely manner while promptly notifying the public. HROU to work directly with the provincial Probation Services to identify high risk offenders and assist with after-hour compliance checks. 	December 31, 2010	Sergeant Glenn Thordarson	Special Investigations Section (SIS) Major Crime Section (MCS) Operations Investigation Section (OIS) Patrol Districts Federal and Provincial parole, probation, and correction services	Nil.

Vancouver Police Department Annual Business Plan (2010)

Goal – To suppress violent gang activity

Champion – Inspector Brad Desmarais

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Increase the number of focused, intelligence-led investigations targeting influential and/or violent gang members.	Key members of gangs operating in the City of Vancouver will be incarcerated or their ability to operate in the criminal milieu will be severely hampered. Gang operations in general will be significantly disrupted.	Increased confirmation from intelligence sources regarding the inability of gang members to engage in criminal activity in the city of Vancouver.	Gang related criminal activity, particularly violent gang activity, will continue to decline.	<ul style="list-style-type: none"> The VPD Criminal Intelligence Section (CIS) will conduct a strategic analysis to help identify high value gang targets with relevance to the VPD as a whole. In consultation with other Stakeholders within the VPD, establish a targeting criterion with an emphasis on Public Safety. Continue to mount joint Drug/GCU investigations utilizing the project policing model. 	Refinement and consultation throughout 2010 with an entrenched targeting model in place and operating in 2011.	Insp. i/c Gangs/Drugs Insp. i/c CIS	Analytical Support Ops Div. (Patrol and Invest.) Ops Support in partnership with CIS	Nil
Strategy 2	Increase awareness throughout the VPD of gang member's living and operating habits within the city of Vancouver.	Reduce the ability of gang members to operate anonymously within the City of Vancouver. Officer safety will be increased through greater awareness of the threat level when dealing with gang members.	Increased checks of gang members and the resulting intelligence that is funneled to CIS.	Increased intelligence at the onset to assist in project based target selection as well as street level enforcement.	<ul style="list-style-type: none"> In cooperation with VPD CIS, distribute high impact gang related intelligence bulletins to patrol members. GCU to conduct parade briefings. Provide ongoing intelligence to District Commanders with respect to Gang members living or operating in their Districts. 	End of 2010.	Insp. i/c Gangs/Drugs Gangs/Drugs Analysts	Analytical Support VPD CIS	Nil
Strategy 3	Increase VPD profile with the RCMP and regional integrated units whose mandate is gang enforcement.	VPD will have increased influence in determining gang targeting throughout the region.	RCMP and Integrated Units will conduct gang related investigations complimentary to VPD interests.	A more coordinated approach to Gang enforcement throughout the region.	<ul style="list-style-type: none"> Continued liaison with CFSEU – Gang Task Force Attendance at the regional Police Operations Managers Committee meetings 	End of 2010.	Insp. i/c Gangs/Drugs	<ul style="list-style-type: none"> OIC CFSEU - GTF 	

Vancouver Police Department Annual Business Plan (2010)

Goal – To reduce traffic-related injuries and deaths

Champion – Inspector Ted Schinbein

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue with intelligence-led deployment in high collision locations.	Improved road safety in the City of Vancouver such that there is a noticeable improvement in the behaviors of drivers, motorcyclists, cyclists and pedestrians.	<p>Reduced traffic collisions and associated injuries and deaths.</p> <p>Number of tickets written in high collision areas. Reduction in average speed in high collision areas. (Enforcement maps for Traffic Section & Patrol have been produced to indicate the number of tickets written in high collision areas).</p> <p>Overall reduction in collisions will be measured through ICBC data.</p>	<p>2.5% reduction in collisions.</p> <p>* ICBC collision data is not provided to us on a timely basis to ensure our target reduction is met.</p>	<ul style="list-style-type: none"> High collision location enforcement. Targeted enforcement by Patrol members. Commercial vehicle enforcement. Increase enforcement hours available for all Traffic Section members. Enforcement maps show where enforcement efforts are concentrated; thus enforcement is adjusted accordingly in regards to collisions. Continue working with the Integrated Road Safety Unit (IRSU) when their duties are scheduled to be in Vancouver to enforce traffic safety in key locations. 2 VPD members are currently seconded to the IRSU. 	Ongoing. A Patrol Monthly Bulletin (with an enforcement map & statistics) will be provided to the Patrol Districts electronically.	Inspector in charge of Traffic Section accountable for traffic strategies. Operations' participation co-lead by Superintendent Lemcke and Superintendent Hobbs.	Stakeholders; ICBC. Operations Division. COV Engineering. ISU. Community groups. Schools. Public Affairs and Marketing. Media (radio, TV and newspapers), Police Services. Provincial and Municipal government.	A business case has been developed to obtain funding to continue dedicated corridor enforcement. Request has been submitted to Police Services.
Strategy 2	Continue efforts to improve Traffic Court efficiencies in order to reduce the frequency and duration of traffic court attendance by police members.	Presentation of a compelling case to Ministry of the Solicitor General and the Attorney General to consider an alternative court process currently in place in Alberta and Ontario.	VPD presents review findings and recommendations to both Ministry of the Solicitor General and the Attorney General.	Provincial government initiates action to change current Traffic Court Process.	<ul style="list-style-type: none"> Create a Power Point presentation summarizing the findings of the traffic court review. Ongoing evaluation of recent court scheduling changes. 	Presentation to be delivered prior to the end of 2010. If successful, it will take longer than a year to implement the new process.	Inspector in charge of Traffic Section accountable for traffic strategies. Operations' participation co-lead by Superintendent Lemcke and Superintendent Hobbs.	Ministry of the Solicitor General and the Ministry of the Attorney General. RCMP, ICBC, OSMV, Police Services Division, Judiciary	Negligible.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Increase the number of traffic violation tickets written by Patrol members, focusing on traffic light intersection infractions and pedestrian related offences.	Reduced collisions due to the result of traffic light intersection and pedestrian related offences. Overall increase in traffic enforcement by Patrol members.	Increased number of red light and pedestrian related tickets written by Patrol members.	Increase number of violation tickets written by Patrol members by 5%.	<ul style="list-style-type: none"> High collision location enforcement. Targeted enforcement by Patrol members. 	Ongoing. A Patrol monthly bulletin (with an enforcement map & statistics) will be provided to the Patrol Districts electronically.	Inspector in charge of Traffic Section accountable for traffic strategies. Operations' participation co-lead by Superintendent Lemcke and Superintendent Hobbs.	Stakeholders; ICBC. Operations Division. COV Engineering. Community groups. Schools. Public Affairs and Marketing. Media (radio, TV and newspapers), Police Services. Provincial and Municipal government.	Drinking driver unit and Counter Attack deployments require funding. Request has been submitted to Police Services.
Strategy 4	Continue to increase enforcement of impaired drivers.	Reduction of impaired driving related motor vehicle collisions and pedestrians struck.	Number of Patrol officers mentored for impaired driving investigation.	10% increase in Administrative Driving Prohibitions (ADPs) served. 10% increase in impaired driving criminal charges.	<ul style="list-style-type: none"> High collision location enforcement. Counter Attack set ups. CREST education programs delivered in the schools and community. Strategic drinking driver unit deployment. 	Ongoing. A Patrol Monthly Bulletin (with an enforcement map & statistics) will be provided to the Patrol Districts electronically.	Inspector in charge of Traffic Section accountable for traffic strategies. Operations' participation co-lead by Superintendent Lemcke and Superintendent Hobbs.	Stakeholders; ICBC. Operations Division. COV Engineering. Community groups. Schools. Public Affairs and Marketing. Media (radio, TV and newspapers), Police Services. Provincial and Municipal government.	Drinking driver unit and Counter Attack deployments require funding. Request has been submitted to Police Services.
Strategy 5	Continue to deliver traffic education programs internally and externally.	Greater awareness by both police and public of the importance of traffic enforcement and education.	Number of programs delivered internally and externally. Number of press releases and media attended events.	One public service message for each major Traffic Section campaign launched.	<ul style="list-style-type: none"> Counter Attack set ups and media attendance. CREST education programs delivered in the schools and community. Partner with ICBC on messaging and media exposure. Expand traffic related information available to members on the intranet and create a District specific traffic parade briefing page (e.g. District high crash locations). 	Ongoing. Evaluation to be conducted at the end of 2010.	Inspector in charge of Traffic Section accountable for traffic strategies. Operations' participation co-lead by Superintendent Lemcke and Superintendent Hobbs.	Stakeholders; ICBC. Operations Division. COV Engineering. Community groups. Schools. Public Affairs and Marketing. Media (radio, TV and newspapers), Police Services. Provincial and Municipal government.	Operational plan is currently being drafted that will include the expansion of the Traffic web site with links added.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 6	Continue to increase safety information available to the public on the VPD Traffic website.	Greater awareness by the public of the importance of traffic safety.	Number of hits received on VPD website.	20% increase in hits on website.	<ul style="list-style-type: none"> Partner with Public Affairs on messaging and ICBC on links to traffic safety sites. Continue to examine messaging methods including methods of directing drivers to the VPD Traffic web site. 	Ongoing. Evaluation to be conducted at the end of 2010.	Inspector in charge of Traffic Section accountable for traffic strategies. Operations' participation co-lead by Superintendent Lemcke and Superintendent Hobbs.	Stakeholders; ICBC. Operations Division. COV Engineering. Community groups. Schools. Public Affairs and Marketing. Media (radio, TV and newspapers), Police Services. Provincial and Municipal government.	Operational plan is currently being drafted that will include the expansion of the Traffic web site with links added.

Vancouver Police Department Annual Business Plan (2010)

Goal – To improve liveability by reducing street disorder

Champion – Superintendent Warren Lemcke

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Expand the service of summonses by VPD members for chronic disorder related bylaw offenders while assisting the COV in the development of a court diversion process to provide meaningful consequences that change behaviours outside of the traditional fine process.	Members will use the COV bylaw process as well as summons and arrest warrant procedures and their applications in order to increase consequences for chronic disorder related bylaw offenders, namely, in relation to aggressive panhandling, loitering, and street vending. Additionally, offenders will be diverted out of the regular court process and into a process that is not focused on fine collection but instead helps to assist them with underlying problems that may be contributing to these behaviours.	Increases in the use of COV bylaw processes as well as increases in summonses requested by members for service on offenders. Decreases in street disorder and crime throughout the City as measured through CompStat and through citizen and business surveys , BIA statistics and comments as well as Community Policing Centre (CPC) statistics and comments that assess changes in attitudes and perceptions of safety. Changes in behaviour of those identified as chronic street disorder offenders.	Adoption of a standard practice by members requesting bylaw summonses for service on chronic bylaw offenders (2010 actions to create a baseline for further years). A 10% decline in street disorder as tracked by CompStat disorder statistics.	<ul style="list-style-type: none"> A streamlined procedure has been developed by the District 2 Crime Control Sergeant and will be promoted city-wide. The procedure will involve the identification of chronic bylaw offenders through PRIME and the COV bylaw prosecutor's office. Identified chronic offenders will be served summons by members working the areas frequented by the offenders. VPD will work with the COV to increase capacity in and to reduce the workload of the City bylaw prosecutor's office. This will include police prosecution of selected bylaw offenses normally prosecuted by the bylaw prosecutor's office. The VPD will support a diversion process for those offenders identified as appropriate to participate. 	On-going throughout 2010, but dependant on an increase in capacity in the City bylaw prosecutor's office. Incidentally, this strategy is also dependent on the outcomes of the Shared Services Review and on the 2010 City of Vancouver budget.	Sergeant Doug Bain, District 2, is developing the procedure and managing the implementation city-wide. Superintendent Warren Lemcke will be measuring, reporting, and working with the COV on the capacity issue.	City of Vancouver bylaw prosecutor's office, courts, Crown. City Engineering.	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 2	Increase the high visibility presence of the Beat Enforcement Team (BET) with an increased focus on disorder issues.	More efficient and effective use of BET resources to reduce street disorder and the open air drug market along with violent and property crime.	<p>Increased number of visible patrol members walking the DTES area at all times.</p> <p>Decreases in street disorder and crime throughout the BET catchment area as measured through CompStat and through citizen and business surveys and BIA statistics that assess changes in attitudes and perceptions of safety.</p>	<p>No street vending in the BET catchment area by the end of 2010.</p> <p>A 10% decline in street disorder as tracked by CompStat disorder statistics</p> <p>A 10% reduction in violent crime in the BET area due to disorder reductions.</p>	<ul style="list-style-type: none"> BET and District 2 deployment and priorities include strict enforcement of open air drug use and dealing laws. Discretion is to be used with respect to simple possession in order to ensure that members are kept on the street for longer periods of time. However, all drugs are to be seized and tagged. BET staffing has increased by 12 members and changes in shifting will result in more officers on duty during peak service demand times (The priority will be to keep members on foot on the street as foot patrol will be mandatory). Establishment of a "Beat School" providing training in the specialized area of policing in the DTES by June 2010. Support the COV efforts to establish a site for lawful vending. 	On-going in 2010	Inspector Adam Palmer	City of Vancouver bylaw prosecutors office, courts.	Nil
Strategy 3	Liquor enforcement shift (LIMA) to continue year round in 2010 with street closures from May to October. VPD will continue to work with COV to enhance street closures and the activities within the area.	The Entertainment District is a safe and enjoyable entertainment destination and work environment.	<p>Decreases in street disorder and crime in the Granville Entertainment District as measured by CompStat and through citizen and business surveys.</p> <p>BIA statistics and comments as well as Community Policing Centre (CPC) statistics and comments that assess changes in attitudes and perceptions of safety.</p>	<p>10% reduction in violent crime and street disorder for the Entertainment District based on CAD data.</p> <p>Based on public perception, a 5% decrease in street disorder and a 5% increase in public safety.</p>	<ul style="list-style-type: none"> Submission of a report-back to Council outlining the successes of the closures in 2009 and a request for permanent funding for closures. Continued discussion with the City and implementation of entertainment and other non-alcohol related activities in the GED in 2010. Monitoring of the increases in liquor seats in the area. Monitoring any increases in street disorder in the Gastown area as developments in that area are leading to an increase in liquor seats. 	Report-back to be submitted in January 2010 and discussions around closure budget and activities are ongoing.	Inspector Adua Porteous	City of Vancouver, Downtown Vancouver Business Improvement Association (BIA)	Closures will require \$280,000 in permanent funding.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Assist the COV in achieving the goal to end homelessness in the city by 2015.	<p>VPD is actively supportive of homelessness initiatives by designating a member in the role of Homeless Coordinator, as well as ongoing participation in working groups and the development of a regular homeless count.</p> <p>VPD would have a resource to assist the homeless 24/7.</p> <p>A vehicle and outreach staff to provide the homeless with transportation to shelters 24/7 will be established.</p> <p>Single Room Occupancy buildings (SROs) in the Downtown Eastside (DTES) are a safe place for vulnerable peoples to live.</p>	<p>A decrease in the number of homeless on the streets and a statistical reduction based on the annual homelessness count.</p> <p>The ability for VPD members who come in contact with homeless people to provide them with 24/7 transportation to shelter.</p>	<p>Determine baseline for seasonal homeless count.</p> <p>Participation by VPD member(s) on COV homelessness working group.</p> <p>The establishment of a permanent homeless transportation/ outreach system.</p>	<ul style="list-style-type: none"> • Work with various levels of government and the private sector to identify homelessness issues and assist in the implementation of homelessness reduction programs. • Commit the services of the new Homelessness Outreach Coordinator Constable to these efforts and to identify causal issues. • Police representation on government, private and non-profit sector committees that focus on dealing with homelessness issues. • Assistance with annual homeless counts. • Through <i>Partners in Action</i>, the VPD, BC Housing, and the non-profit operators of the Province's SRO buildings in the DTES will continue to work together to help keep the buildings safe, secure, and supportive for the residents. 	Initiatives ongoing.	<p>Superintendent. Warren Lemcke</p> <p>Constable Jodyne Keller</p>	<p>City of Vancouver, Provincial Government and various non-profit and private sector groups.</p> <p>Planning, Research and Audit Section; VPD.</p>	Nil

Vancouver Police Department Annual Business Plan (2010)

Goal - To ensure best practices for consequence management and emergency preparedness

Champions – Inspector Rick McKenna and Inspector Bob Stewart

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue to enhance the ability of the VPD Criminal Intelligence Section (CIS) and the Integrated National Security Enforcement Team Vancouver (INSET Vancouver) to capture, analyze, and investigate suspicious incidents that may be related to terrorist activity through OPERATION SECURUS.	Better informed business community and enhanced communication between businesses of concern and the VPD. In addition, Patrol members will have an increased ability to recognize terrorism indicators, react to possible terrorist events, and provide a visible deterrence to terrorist activity. Subsequently, the VPD will be able to hold itself as a best practice organization in this regard as other organizations do capture suspicious activity but little analysis is completed allowing for proper investigation.	The number of businesses visited and signed into the program will be the overall measure. Several secondary measurements exist including: number of suspicious incidents reported that likely would not have been received prior to the initiation of the program; number of completed training sessions with store owners and merchants; and number of reported incidents that led to investigations or analysis.	The target measurement for OPERATION SECURUS for 2010 is the registration of all categories of businesses who sell products that could be used by a terrorist. The number of businesses currently identified is approximately 300.	<ul style="list-style-type: none"> The Coordinator of OPERATION SECURUS will continue to establish a liaison with each business, provide training on suspicious transactions, identify critical infrastructure, and provide the intelligence to the analyst. The analyst will enter the data into the VPD's Consolidated Records Intelligence Mining Environment (CRIME) system and will provide products to assist in investigation and incident response. 	Will continue throughout 2010 to approach previously identified businesses and sign them up to the program	Inspector Bob Stewart and Sergeant Greg McCullough	Will continue liaison with the Emergency Operations and Planning Unit to assist them in their ability to make emergency operational plans and to utilize the CRIME system during DOC activations. Investigators from INSET Vancouver will assist as required.	No business cases or operational plans have been submitted. There are no extraordinary budget considerations at this time.
Strategy 2	The VPD CIS and INSET Vancouver will continue the terrorism awareness training program for Patrol officers. The CIS and INSET Vancouver will use E Parade, Intranet, roll call training, and lectures in this effort.	Increased ability for Patrol members to recognize terrorism indicators, react to possible terrorist events, and provide visible deterrence to terrorist activity. The effort will continue to increase awareness and enhance the excellent relationship between the Patrol Division and the VPD CIS and INSET Vancouver	An increase in the number of General Occurrence (GO) Reports (year over year) and the number of requests for information submitted to INSET Vancouver and CIS by Patrol will be the overall measurement. Secondly, INSET Vancouver will continue to provide the VPD with training opportunities via this strategy.	10 training opportunities will be the target of this strategy. In addition, there will be ongoing posting to E-Parade of analysis of world wide terrorist events as they unfold.	<ul style="list-style-type: none"> Each member of the INSET Vancouver will be assigned to a specific number of training events throughout the year. Patrol members recognize the importance of this training for gaining the skills necessary to recognize terrorist activity. INSET Vancouver will look to all sources of information to develop these opportunities. Deliver at least one RCMP Counter Terrorism Intelligence Course (CTIO) course. 	Year end	Sgt. Greg McCullough	Some assistance of the Patrol training officer will be required for access to E-Parade. It will be minimal.	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	To continue implementing policies, procedures and logistical capabilities so that the VPD is the best prepared major city police service in Canada for any natural or man-made disaster.	An 'All Hazard' Emergency Plan will be finalized and completed. All VPD Sections will have fully functional Business Continuity Plans in place.	The Emergency Plan and the Business Continuity Plans have been tested and exercised and found to be effective.	Exercises are conducted as the Plans are finalized to determine their effectiveness.	<ul style="list-style-type: none"> Operational plans supplementing the Emergency Plan are completed. Business Continuity Plans completed. 	2010/12/31 2011/12/31	Gale McMahon Remi Combasson	City of Vancouver and all VPD Sections	The Business Continuity Plans may require significant resources to create redundancies within the VPD's infrastructure. Costs for this cannot be effectively calculated at this time
Strategy 4	To partner with the Integrated Security Unit (ISU) to implement operational plans to ensure that sufficient human resources are in place to provide safety and security for the city of Vancouver during the 2010 Olympic Games.	Operational Plans are in place for all venues and for all events that occur in the city during the Games. VPD Members are properly prepared and trained for their assignments during the Games.	The VPD is prepared for all Games related events. VPD members have completed required training.	Any weaknesses identified during Exercises 'Silver' and 'Gold' are rectified.	<ul style="list-style-type: none"> Liaise with V2010 ISU to ensure coordination with site security 	2010/03/23	Rick McKenna	V2010 ISU	Individual events may incur specific policing costs that cannot be determined at this time.

Vancouver Police Department Annual Business Plan (2010)

Goal – To enhance proactive and visible policing

Champion – Inspector Daryl Wiebe

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	To deliver high-visibility policing to the public areas near the venues of the 2010 Winter Olympic and Paralympic Games, and through the Downtown Entertainment District.	Safe and secure streets through the Downtown Entertainment District during the 2010 Winter Olympic and Paralympic Games.	Incidents of violent crime in the public areas near Olympic venues, and through the Downtown Entertainment District.	A level of violent crime that mirrors that of regular sporting and special events in that area (i.e.; past Grey Cups, Celebration of Light, etc).	<ul style="list-style-type: none"> Assessment of operational policing needs for the urban domain around 2010 Winter Olympic and Paralympic Games venues. Development of staffing schedules to meet deployment needs and event schedules. Rollout of WMS workforce scheduling software. Deployment of personnel. 	March 2010	Inspector Rick McKenna	Emergency Operations and Planning Section (EOPS) Operations Division V2010 Integrated Security Unit Information Technology Vancouver Police Union	<p>No specific budget has been set aside for urban domain policing of the 2010 Olympic and Paralympic Games.</p> <p>Operational plans have been formulated and will be approved closer to the event.</p>
Strategy 2	To increase the visible policing presence in the Downtown Eastside (DTES).	Reduced incident of street-level violent crime on the DTES, resulting from deployment that better reflects violent crime trends in the area.	Reduction in street-level violent crime, including incidents of fighting, assaults and disturbances.	<p>A 5% reduction in the incidents of assaults on the DTES.</p> <p>Increased community satisfaction that attributes a greater sense of community safety to increased police visibility, as measured by qualitative correspondence to the VPD from the community.</p>	<ul style="list-style-type: none"> Examine call load on the DTES to identify temporal trends. Identify shifting alternatives that provide increased police presence in relation to these trends. Ongoing monitoring of 60/40 deployment to maximize the number of cars on Patrol. Restructure BET to meet the call demands in the area, within the constraints of existing personnel. Assess the impact to our call response times and ability to deal with on-view incidents, in light of this redeployment. 	July 2010	Staff Sergeant Ross Jackson and Inspector Adam Palmer	Operations Division Vancouver Police Union	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	To increase proactive and visible policing around Skytrain and transit corridors.	Reduced incidents of violent and property crime around Skytrain stations and transit corridors.	Reduction in robbery and assault offences in proximity to Skytrain stations. Reduction in theft from autos (TFAs) and residential break and enter (B&Es) offences in proximity to Skytrain stations.	No change in crime patterns around new stations on the Canada Line. A 5% reduction in robberies and 10% reduction in TFAs and residential B&Es around stations on the Millennium and Expo lines.	<ul style="list-style-type: none"> Ongoing analysis of violent and property crime around Skytrain stations and transit corridors. Developing policing partnerships with Transit Police to deliver targeted policing projects on and around identified transit-oriented crime hot spots. Developing operational policing projects within the VPD that target violent and property crime offenders in the neighbourhoods that surround the Skytrain stations. Delivery of community-based crime prevention information, specifically directed at transit ridership. 	October 2010	Inspector Dean Robinson Inspector Daryl Wiebe S/Sgt. Barry Kross	Patrol Patrol Surveillance South Coast British Columbia Transportation Authority Police Community Policing Centres	Nil
Strategy 4	To improve the quality of report-writing generally, and to specifically improve the quality of Reports to Crown Counsel.	Increased pro-active policing time, as a result of reduced incidents of Crown Counsel Queries (CCQs) and administrative follow-ups.	A reduction in CCQs and an overall improvement in the readability and comprehensiveness of police reports.	A 10% reduction in CCQs. A 5% reduction in administrative follow-ups for report writing errors.	<ul style="list-style-type: none"> Review of report writing issues with investigative units and Crown Counsel. Audit of Crown Counsel Queries, identifying problems with that process. Business process review with the Information Management Section (IMS), identifying areas to streamline business practices. Consolidation of training materials on report writing, and sequencing the delivery of this material to ensure learning. 	October 2010	Inspector Daryl Wiebe Sergeant Colleen Yee	Patrol Investigations Information Management Section Crown Counsel Training	Nil
Strategy 5	To develop the Patrol Activity Report (PAR) further, tracking case clearances and local warrant arrests.	Improved data capture to measure the activities of Patrol officers.	An improved periodical report that reflects the true scope of Patrol activities.	The inclusion of Cleared Cases in the PAR. The inclusion of Vancouver Warrants in the PAR.	<ul style="list-style-type: none"> Review the data capture processes to identify how case clearance and local warrant data can be captured electronically. Review the processes used by investigative sections to track case clearances. Development of web-based application to track Patrol activity, similar to the Case Clearance Management System (CCMS) in use by investigative units. Development of training material for Patrol to ensure cleared cases are closed and scored properly. 	December 2010	Inspector Daryl Wiebe	Patrol Investigation Planning and Research Section Information Management Section Information Technology Section Training	Nil

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 6	To increase the operational deployment of uniformed Staff Sergeants in Patrol.	Increased Staff Sergeant involvement in regular Patrol activities, special event policing, and community events.	Increased visibility of uniformed Patrol District management in their respective Patrol districts.	Patrol Staff Sergeants working in the field at least once per month. Patrol Staff Sergeants representing their District management at two community events per month.	<ul style="list-style-type: none"> Proactive scheduling by Staff Sergeants to ensure time set aside for operational deployment. Regular communication with Community Policing Centres to coordinate community events with schedules of the on-duty Staff Sergeant. Distribution of EOPS special event notices to Patrol Staff Sergeants to allow them to schedule their attendance/involvement during on-duty time, as appropriate. 	June 2010	Staff Sergeant Marcie Flamand Staff Sergeant Larry Cope	Patrol Community Policing Centres Emergency Operations and Planning Sections	Nil

Vancouver Police Department Annual Business Plan (2010)

Goal – To leverage technology to deliver effective and efficient policing services

Champion – Director Kathy Wunder

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Continue the implementation of a Disaster Recovery Site at E-Comm within a secured space.	Data from the main systems will be replicated to this site to ensure that VPD data is available in the event of a disaster.	Secure enclosure will be built allowing only VPD staff access to the space. Environmental controls will be maintained to industry standards for Data Centres. Data will be replicated on a nightly basis and can be verified.	A copy of VPD data from the previous day is available to members in the event of a disaster.	<ul style="list-style-type: none"> Build a secure enclosure at the Ecomm location. Install a scaled down version of the VPD server infrastructure. Replicate previous day's data from the VPD main server to the backup server at Ecomm. Test replicated data for validity, reliability, and availability. 	The goal is to accomplish this strategy in the early part of Q4, 2010. Resourcing will continue to be the challenge as many major projects are planned for 2010.	Manager, Technical Services Eric Nishi	RCMP, COV Corporate I.T. DSO, Executive.	Initiative has been approved, and funding acquired through the City.
Strategy 2	Measure and publish Online IT Key Performance Indicators.	A collection of online reports of IT-specific key performance indicators and statistics will be available on the intranet. The metrics will allow IT to have more tangible measurements for goal setting and provide the opportunity for improved proactive planning.	Decrease in unplanned downtime. Increased Executive input in operational goals. Improved project goals and strategies.	100% reporting rate on all desired indicators. Ability to measure availability against targets created in specific Service Level Agreements (SLAs).	<ul style="list-style-type: none"> Publish reports onto the intranet. Timely review of performance indicators. 	Quarter 3, 2010	Database Administrator Jason Cheung	IT Section, Executive	Budget costs allocated within IT Cost Centre.
Strategy 3	Continue creating a new IT Policy Site.	An IT Policy Site outlining current policies surrounding IT services, resources and facilities.	Reduce invalid requests. Increase compliance.	Improved single location to refer to VPD IT policies, and decrease in helpdesk requests that are denied.	<ul style="list-style-type: none"> Review existing policies. Seek staff participation to update policies. Review and seek management approval. 	Quarter 4, 2010	Systems Analyst Wai Ting Tang	IT, DSO, HR, FOI, Executive	Budget costs allocated within IT Cost Centre.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 4	Continue creating a 'green' IT Plan.	Completion of our Green initiative, with 2/3 of workstations in standby mode at night and reduced consumption of paper, thereby reducing the ecological footprint of our IT systems and lowering the costs of operation.	A comparison of the consumption of electricity and paper before and after.	Annual power saving of \$32K and 15% reduction of paper use.	<ul style="list-style-type: none"> • Upgrade to Windows Server 2008 domain. • Utilize new Server 2008 Group Policies for controlling standby mode of workstations during off hours. • Virtualization of servers has been completed. • Implement E-Forms initiative to reduce paper use. • Examine existing business processes that waste paper and make them electronic. 	Quarter 4, 2010	IT Security Specialist Mike Marlay	We will need power consumption/ expense data from Facilities & Finance.	<p>Implementing night time standby operation of workstations does not require a budget increase.</p> <p>Strategies to reduce paper flow will have an initial cost to implement but should ultimately save money.</p>

Vancouver Police Department Annual Business Plan (2010)

Goal – To improve communication and public engagement in crime prevention and VPD services

Champion – Senior Director Paul Patterson

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	To continue enhancing the public's awareness of programs and services that the VPD provides for their safety through increasing traffic to VPD website.	These efforts should contribute to an increase in visitors to the VPD website. However, traffic to the website can fluctuate for reasons beyond the VPD's control. For instance, spikes in unemployment can likely cause an increase in traffic to the VPD's recruiting web pages. That being said, the VPD's annual satisfaction survey helps reveal why and how many residents have accessed the VPD's website.	The amount of traffic on the VPD website. An increased score on the satisfaction survey will be used as a measure. The VPD will also look to statistics from the new Google Analytic tool that is planned for implementation in 2010.	An increase of at least 5% in traffic to the website would be desirable.	<ul style="list-style-type: none"> All VPD external communications will reference the VPD website. All printed materials will carry the website address as appropriate. The web site will be revamped to be more user-friendly and up-to-date. The VPD will explore ways to make the web site more interactive such as the inclusion of social media. A VPD 'Positions' page will be created on the website that clearly describes the positions taken by the VPD in relation to public policy issues such as sentencing, the Supervised Injection Site, etc.. 	To be completed by the end of 2010.	Paul Patterson, Laurel Kennedy and Cindy Mochuzuki	The main linkage will be IT.	This is within our budget.
Strategy 2	To continue enhancing the reputation of the VPD and increase the public's awareness of its services through an increase in proactive and positive earned media.	The desired outcome is that the majority of the city residents would be aware of the 'Beyond the Call' level of service they receive from the VPD thereby leading to more support for the VPD's initiatives and actions.	Responses from the annual satisfaction survey are one measure. New questions relating to 'Beyond the Call' service awareness would be useful. Surveys conducted by the City of Vancouver (COV) that indicate public support for the VPD in tangible ways such as a willingness among residents to approve tax increases for increased police services.	It is difficult to put a numerical target to this but any upward trend over the previous year would be a positive indicator.	<ul style="list-style-type: none"> All three media officers will continue to seek opportunities to generate positive media. Members will be encouraged to come forward with stories from their Sections. Media officers will assist other members seeking public communications as part of their business strategies. 	The end of 2010.	Constables Jana McGuinness, Lindsey Houghton and Anne Longley	Linkages to all sections.	This is within our budget.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	To continue enhancing the Department's crime prevention initiatives and reduce crime, primarily in the property crime categories.	<p>Crime will be prevented as the behaviour of criminals and victims will be altered.</p> <p>If this outcome is achieved, some aspects should be measurable. However, there is no definitive way to measure the extent of our success or failure in terms of preventing crime.</p>	<p>A decrease in the Property Crime rate.</p> <p>An increased number of crime prevention campaigns delivered by the VPD.</p> <p>Membership in Block Watch will increase.</p>	<p>At least a 5% drop in property crime would indicate that we are moving in the right direction.</p> <p>A 5% increase from 2009 in the number of crime prevention campaigns run by the VPD.</p> <p>A 5% increase in Block Watch membership.</p>	<ul style="list-style-type: none"> The VPD will deliver crime prevention stories and campaigns facilitated through the Public Affairs Section. Block Watch will continue employing a number of tactics to promote membership. Citizen Crime Watch will increase its activities in all relevant categories. Community Policing Centres (CPCs) will continue to be engaged in the delivery of more consistent and standardized crime prevention programs. The VPD will seek out opportunities with its partners such as ICBC to enhance joint crime prevention efforts. The VPD Business Liaison Officer will deliver enhanced crime prevention programs to the community. 	The end of 2010.	Media officers Jana McGuinness and Lindsey Houghton along with Business Liaison Officer Anne Longley	Linkages to all Sections involved in crime prevention.	This is within our budget.
Strategy 4	To continue enhancing the services provided by the Department to victims of crime and increase awareness among the public and within the Department of those services.	<p>Victims of crime will conclude that the VPD has provided them with valuable and timely assistance at their greatest point of need.</p> <p>The public will have an increased awareness of the good work accomplished by Victim Services Unit.</p>	<p>We can measure the number of victims served and the calls for service but these are indicators of activity even though they are a partial indicator of success.</p> <p>To better measure the outcome of our activities we will implement a short satisfaction questionnaire upon the completion of each file.</p>	<p>We will aim for at least a 5% increase in victims served.</p> <p>At least an 80% satisfaction rate (awareness levels are hard to gauge without a baseline).</p>	<ul style="list-style-type: none"> Build on the successful activities of 2009 by utilizing the updated contact management software, the updated web pages and the new printed collateral. Continue enhancing communications with members within the Department. Public Affairs to work with the Planning, Research & Audit Section (PR&A) to include a question in the annual Satisfaction Survey concerning public awareness of the Victim Services Unit. 	The end of 2010.	Manager Sandy Jaremchuk	Linkages to all sections that come in contact with victims of crime.	This is within our budget.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 5	To enhance morale within the Department and facilitate public awareness and support of the Department through professional event and ceremony management.	All VPD events and ceremonies will have a common look and feel and will be executed in a professional and effective manner. Incidentally, an opinion on the professionalism of an organization can be based on how it runs and presents its events and ceremonies. This is even more apparent in paramilitary organizations such as the police.	Success will be measured based on the always reliable feedback from VPD members and the public who witness or participate in these events and ceremonies. A survey question relating to this topic will be included in the VPD's annual satisfaction survey.	A preponderance of positive feedback from members and the public based on the annual satisfaction survey.	<ul style="list-style-type: none"> The coordinator in Public Affairs will provide consistent leadership on all Departmental events and ceremonies. The coordinator will source reliable suppliers and venues for all events and provide a consistent look and feel in terms of VPD branding and standards. 	The end of 2010.	Event and Ceremonies Coordinator Georgina Spencer	Linkages to the entire Department.	This is within our budget.

Vancouver Police Department Annual Business Plan (2010)

Goal – To support and develop our staff to their full potential

Champion – Superintendent Steve Schnitzer

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Enhance existing and develop new relevant HR processes and programs for all employees.	All sworn and civilian members to have access to the fairest and most supportive processes / programs as possible.	<ol style="list-style-type: none"> 1. Defined career paths for all ranks with a focus on supervisor/manager development through the Leadership Development Program 2. Reduction in complaints/ grievances by members. 3. Amount of individual programs available to members. 4. All units reporting time to payroll for entry into SAP. 	<ol style="list-style-type: none"> 1. Cst & Sgt career and succession plans posted on the HR website. 2. 50% reduction in complaints / grievances. 3. Completion of a health and wellness program guide. 4. 100% of units reporting time to payroll for entry into SAP. 	<ol style="list-style-type: none"> 1. Refine the career and succession planning programs. 2. Expand and continue training for Managers / Supervisors with regards to civilian employees. 3. Continue with incremental development, enhancement, and implementation of various health and wellness programs offered to members. 4. Centralize time entry. 	<ol style="list-style-type: none"> 1. 4th quarter. 2. Ongoing throughout the year. 3. 4th quarter. 4. 3rd quarter. 	Inspector – HR	<ol style="list-style-type: none"> 1. Training Unit 2. Training Unit and Unions. 3. Unions and Occupational Health providers. 4. IT 	<ol style="list-style-type: none"> 1. Increase in training budget as additional mandatory training programs are identified. 2. Minimal, as most will be in-house. 3. Increase in funding required for continuation of periodic medicals and new programs. 4. Minimal for IT programs but this may require an increase in one staff member for the Payroll Unit.
Strategy 2	Provide training to the Professional Standards Section (PSS) and VPD members regarding the implementation of Bill 7 (the new Police Act).	PSS members to be fully trained and conversant with the new Police Act and all of the legislated requirements. VPD members to be aware of changes to the legislation and how it may impact them.	Amount of PSS and VPD members trained.	100 % of staff trained within six months of implementation of legislation.	<ul style="list-style-type: none"> • Develop a training and education course focusing on Bill 7. • Ensure all current members receive this training. • Ensure that potential future members receive this training prior to being assigned to PSS. 	This training needs to be completed prior to the implementation of the new Police Act (tentatively scheduled for April 2010).	Inspector i/c PSS	Include the Training and Education Section in all discussions as well as the HR Transfer Sergeant for future possible transfers.	The cost of the training will be determined by the number of attendees. It will be possible to schedule a number of training sessions and include members from other agencies on a cost recovery basis.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Develop and complete a comprehensive training plan by integrating Section resources and utilizing technology to deliver various modes of training.	Sworn members will have increased access to quality training through efficient deliver modes.	Enhanced police skills of VPD members measured by feedback, course evaluations, and data collection.	Maximize participants in all courses offered by the Training Section.	Complete the Mandatory Training Section spreadsheet to: <ul style="list-style-type: none"> (i) Ensure attendance. (ii) Compliance with course completion dates. (iii) Ensure timely and appropriate courses for all members and sections. 	April 2010.	Inspector-Training and Recruiting	Human Resources Information Technology Outside Stakeholders	Increased need for financial resources for purchasing external training platforms and for completion of IT projects. Increase in human resources for the enhanced training model. (Curriculum Developer, Legal Position & Video Editor)

Vancouver Police Department Annual Business Plan (2010)

Goal – To continue to implement best practices in police services

Champion – Director Drazen Manojlovic

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Applying CompStat principles to measure effectiveness and efficiencies to all aspects of the VPD.	Where appropriate, Sections within the VPD would have a process in place that would assess the effectiveness and efficiency of programs and services. Such processes could be founded on the principles used in CompStat. Continuous Improvement of program evaluation methodologies.	The successful development and implementation of the methodology for specified Sections. Once implemented, the measurements would be very specific to the Section and the program /service being assessed. For example, Human Resources may be assessing a recruiting strategy, while the Crime Analyst Unit may want to assess a deployment strategy in response to a trend they've identified.	Full implementation of the methodology. Once implemented, the targets would be very specific to the Section and the program/ service being assessed.	<ul style="list-style-type: none"> • A methodology needs to be created or adapted that clearly identifies assessment principles that can be applied to most programs/services. • The first step is to identify the assessment principles followed by the creation of a pilot assessment tool or format. • It is likely that the assessment tool or format will be tested on the services provided by the Planning, Research & Audit Section (PR&A). 	Development of the pilot assessment tools or format and pilot testing within the PR&A section by the end of 2010.	PR&A Director Drazen Manojlovic	Depending on the results of the pilot, other Sections may be identified as candidates for further development. Discussion and consultation would occur with the respective Section commanders prior to any expansion.	There should be no budgetary impacts.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 2	Further build upon the success of the VPD's internal audit program by establishing a more formal structure of audit selection and recommendation follow-up.	Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve operations. By formalizing the audit selection process and more thorough follow-up of audit recommendations, the VPD will benefit from systematic evaluations and improved effectiveness of its risk management, control, and governance processes. This will ensure that the Audit Unit can continue to carry out its internal audit responsibilities in accordance with best practices from the field of internal auditing.	Audit policy revised and updated to reflect all generally recognized standards and procedures governing the internal auditing profession. Audit findings and recommendations addressed. All three of the main organizational areas within the VPD subject to at least one audit.	A high rate of responsive action with regard to audit findings and recommendations. 100% of main organizational areas subject to at least one audit. 100% compliance with generally recognized standards and procedures governing the internal auditing profession.	<ul style="list-style-type: none"> Update and revise the Regulations & Procedures Manual (RPM) policy 2.1.2 (ii) on the internal audit function. An update will align the formal audit policy with the standards and procedures governing the internal auditing profession in general and the government auditing field in particular. Prepare an update report on all outstanding audit findings and recommendations. The Audit Committee will follow up with all audits conducted since 2007 that have not already been followed up on. This will ensure that audit findings and recommendations are addressed appropriately. Draft a risk-based 2010-2012 Audit Plan for approval by the Executive Committee. Implement best practices from other audit programs. 	Revised audit policy approved in 2010. Update report completed in early 2010. Follow-up audits conducted between 2010 and 2012. Entire strategy to be completed by the end of 2012.	PR&A Director Drazen Manojlovic	The Research & Policy Unit within the PR&A Section is responsible for maintaining and managing the RPM and will therefore need to be involved with the policy update. Approval is required from the Executive Committee and the Police Board before implementation of the new audit policy. The Chair of the Audit Committee will provide leadership on all follow-up audit activities. Approval is required from the Executive Committee for the development of the 2010-2012 Audit Plan. External stakeholders will be consulted as needed.	There should be no budgetary impacts.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Develop a process within the PR&A Section to research and identify best practices within policing, maintain a database of such best practices, and distribute this information to any applicable Section within the VPD.	PR&A staff would be required to research and identify best practices within policing or a related field such as criminal justice. This work would be prioritized accordingly, but PR&A staff would bring forward practices that they believe warrants the distinction of being a best practice. This would be maintained in a database for future reference, but more importantly the information would be forwarded to the appropriate Section for their consideration.	The number of best practices identified and its information forwarded to relevant Sections.	During the course of 2010, a minimum of 18 identified best practices.	<ul style="list-style-type: none"> • Staff would have to be identified as to who would take on this responsibility. The logistics will be determined in 2010 as it may be a shared responsibility. • Beginning immediately in 2010, assigned staff would be required, and time granted, to begin their research. • Identified best practices would be presented to the Director of PR&A for approval. • Approved best practices would be part of a simple database using existing software. • A brief report describing the best practice would be provided to the relevant Section for their consideration. • The relevant Section would make the final determination with regard to the best practice's applicability to the VPD. 	Year-end 2010.	PR&A Director Drazen Manojlovic	<p>Any Section within the VPD that PR&A provides best practice information to.</p> <p>This strategy's greatest potential for success rests on the possible expansion of PR&A's presently modest internet capabilities. A business case would have to be prepared to support such improvements in PR&A's internet access.</p>	<p>There should be little to no budgetary impacts.</p> <p>PR&A already belongs to various policing and law enforcement research arms such as the International Association of Law Enforcement Planners. Membership to other associations may be required and a business case would have to be provided to support the added expense.</p>

Vancouver Police Department Annual Business Plan (2010)

Goal – To identify and acquire the necessary personnel and infrastructure to adequately support operational and administrative needs

Champion – Deputy Chief Constable Bob Rolls

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Integrate VPD training into the Tactical Training Centre.	Increased force options training opportunities for VPD members.	An overall reduction in the length of time taken to “qualify” members in their force options and an increase in the coordination of force options training methods.	80% of members qualified by end of third quarter.	<ol style="list-style-type: none"> Force Option training is reviewed and adapted to encourage coordination among disciplines. Opportunities for firearm practice and training increase but within sustainable limits. Coordination of cycle training among the various use of force training providers. 	<ol style="list-style-type: none"> June 2010 Ongoing through 2010 	Supt – Personnel Services and Inspector in Training & Recruiting	City of Vancouver Facilities JIBC – Police Academy Internal use of force experts (ERT)	Within established budget.
Strategy 2	Develop plans for the building and opening of a Property and Evidence Storage Facility that includes forensic examination facilities for vehicles.	Plans approved with construction underway.	Improvement in property and evidence storage and examination facilities for vehicles.	Opening date identified with construction on schedule.	<ul style="list-style-type: none"> Refine building plans to meet the needs of all users. Proceed with various public tender and contract processes for planning and building phases. Commence building of facility. 	Ongoing through 2010 and will carry through into 2011.	DCC Rolls Inspector Zuccato	City of Vancouver Facilities City Council VPD Executive Forensic Services Section Property Office Information Management Section	Some budget impact but offset with infrastructure funding from various levels of Government.
Strategy 3	Continue the development of a comprehensive long- term report outlining future facility needs for the VPD and implement existing transition plan for a move to VANOC as a medium-term solution pending Council approval.	<p>To continue long-term planning and transitional planning with the COV for the VPD’s facility needs.</p> <p>Building on the short and mid-term reports, the completion of a comprehensive long-term report outlining future facilities plans for the VPD that has the concurrence of COV staff.</p>	Completion of a transitional move and accompanying long-term report.	Short and mid range facility needs are addressed and a plan exists for the long term (next 25 years).	<ul style="list-style-type: none"> Move plans are finalized and implemented. Renovations to existing facilities completed. Long Range plans confirmed with consultant. 	Year end – transition plans beginning in April 2010.	DCC Rolls Inspector Palmer Inspector Zuccato	City of Vancouver Facilities City Council VPD Executive	Approximately \$20 million required for the move to VANOC. This may be offset by sale of some facilities, infrastructure grants for the Property & Evidence Storage Facility, and the reduction in use of other facilities.

Vancouver Police Department Annual Business Plan (2010)

Goal – To deliver financial processes to support the organization

Champion – Director Warwick Wright

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	To provide the Executive with timely budget variance information, including detailed overtime variances by Section, in order for corrective action to be taken if necessary to ensure the VPD remains within budget for 2010.	The Executive will be aware of variances from budget in time to take corrective action.	VPD will be within budget for 2010.	After approval of the budget by Council, monthly budget variance reports will be presented to the Executive.	<ul style="list-style-type: none"> The monthly financial report will include the budget variances for the period to date as well as Financial Services Section's projection for the 2010 year. The detailed overtime reports, that were developed in 2008 and issued monthly in 2009, will continue to be a key part of the monthly financial reports. 	<p>Third week of each month after the budget has been approved by Council.</p> <p>Monthly overtime reports will continue to be issued as soon as practicable after the 19th day of the following month.</p>	Financial Analysis Manager Jason Rude	VPD Executive	N/A
Strategy 2	To provide managers with monthly financial information and variance reports customized to their budget responsibilities.	<p>During 2010, the Facilities Section and the Criminal Investigations Fund will be the focus for this initiative.</p> <p>Managers will be able to manage their area of responsibility within approved budgets or will be able to fully account for any variance.</p>	Managers of Facilities Section and Criminal Investigations Fund will be on budget for the year or any variance will be explained. Funding for projected negative budget variances will be identified and approved by the Executive.	No unexplained or unfunded variance from budget for the selected budget areas for the year ended December 31, 2010.	<ul style="list-style-type: none"> Management reports to be developed so that the Manager of each selected area for 2010 will receive timely management information tailored to his or her particular area of budget responsibility in as short a period as possible after the financial system has been closed for the monthly accounting cycle. 	December 31, 2010	Financial Analysis Manager Jason Rude	Budget Managers of Facilities Section and Criminal Investigation Fund	Unknown

Vancouver Police Department Annual Business Plan (2010)

Goal- To improve the VPD's environmental sustainability and contribute to a greener community

Champions – Senior Director Paul Patterson and Superintendent Eric Petit

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 1	Implement carbon neutral policies and practices as well as making carbon efficient choices in systems, materials and equipment procurement.	The VPD will experience a reduction in its carbon footprint by implementing green policies and practices.	<p>A reduction in the use of paper.</p> <p>The total amount of standard paper purchased by the VPD.</p> <p>The total amount of recycled paper purchased by the VPD.</p>	<p>A 10% reduction in the amount of paper used Department-wide.</p> <p>50% of the paper purchased by the VPD will be recycled.</p>	<ul style="list-style-type: none"> Section heads to direct staff to print only what is needed. As such, staff will be encouraged to keep electronic files for reports as opposed to paper files. Double-sided printing and photocopying will be the standard. Staff will be encouraged to circulate electronic copies of reports rather than hard copies. Public Affairs will order only recycled paper products for all the collateral it produces. 	Initial targets achieved by December 31, 2010	<p>Paul Patterson</p> <p>VPD Team Green</p>	All Department Sections	Reduction in expenses related to printing and energy consumption.
Strategy 2	Reduce overall energy consumption at the VPD.	The VPD will experience a reduction in energy usage.	Total use of electricity.	A 5% department-wide reduction in total energy consumption.	<ul style="list-style-type: none"> Lighting standards at VPD facilities will be reviewed. For instance, maintenance staff will be directed to disable lighting at times where it is not needed in certain areas. Staff will be directed to turn off lights and computers when not in use. 	December 31, 2010	<p>Paul Patterson</p> <p>VPD Team Green</p>	All Department Sections	If successful, the VPD's budget expenditures for electricity should decrease.

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 3	Consistent with the COV's goal, the VPD will develop and implement a plan to reduce Departmental waste by 70% by 2015.	The VPD will experience a reduction in waste materials, plastic bags, and so forth.	Total departmental expenses on waste disposal.	An initial reduction of 5% of departmental waste Development of 2015 zero waste plan.	<ul style="list-style-type: none"> The use of paper coffee cups in the department will be eliminated. Water filters to be installed in every departmental Section to discourage the use of water bottles (Subsequently, bottled water will no longer be purchased for meetings). Encouraging the public to visit the VPD website to access information that has traditionally been delivered to them in hardcopy form (i.e. recruiting brochures). Encouraging efficient paper recycling policies including envelope and newspaper recycling. Used batteries sent to the COV for recycling. Develop a sub-committee to the VPD Green Team to develop a zero-waste plan. 	December 31, 2010	Paul Patterson VPD Team Green waste sub-committee.	All department Sections	No budgetary impact
Strategy 4	Promote a green culture and ecological health within the VPD by developing environmental awareness and incentive programs	VPD staff will implement green initiatives in all areas of work.	Number of green initiatives implemented at the VPD. The formation of an effective committee consisting of section representatives	Implementation of 5 new green initiatives 12 meetings throughout the year by the VPD Green Team	<ul style="list-style-type: none"> Create a Green Team Committee to facilitate the development, implementation, monitoring, and awareness of green initiatives throughout the Department. Appointment of a Green Liaison for each VPD Section. Public Affairs to promote green strategies and initiatives within the Department. Increase awareness of incentive programs for sections, units and employees who adopt green practices. Engage staff to build accountability structures, awareness and tools for integrating environmental goals in to various aspects of our work. Develop an online employee feedback webpage on green initiatives. 	December 31, 2010	Paul Patterson VPD Team Green	All Department Sections	No budget impact

	Strategy	Outcome	Measure	Target	Activities	Time to Completion	Lead	Linkages/ Stakeholders	Budget Implications
Strategy 5	Engage VPD staff to reduce vehicle emissions.	Emissions from VPD vehicles will be reduced and fuel consumption will decrease.	1) Members will understand and be aware of the need to reduce emissions from unnecessary idling. Awareness and compliance will be measured through a question(s) included on the VPD Employee Survey. 2) Litres of fuel consumed per kilometer.	1) 100% of respondents to the question on the survey indicate awareness and compliance in relation to the reduction of idling. 2) A baseline will be established followed by ongoing measurement.	<ul style="list-style-type: none"> Encourage members to reduce the idling time of VPD and personal vehicles. Maintain regular maintenance on the vehicles to ensure they are running efficiently and at lowest pollution levels. 	December 31, 2010	Paul Patterson VPD Team Green	All Department Sections	If successful, the VPD's budget expenditures for gas should decrease.